



# **European Summer of Music**

Cultural Project: Master's Degree in Arts and Cultural Management  
Universitat Internacional de Catalunya  
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**UIC**  
barcelona

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## EXECUTIVE SUMMARY

European Summer of Music (ESOM) offers a three-week, fully funded music programme for young, talented European musicians. Participants will be given the opportunity to learn from top professional musicians, develop their musical skills, create and collaborate in an inter-cultural environment, plan and deliver cultural events, develop an understanding of cultures, nationalities and values from across Europe and take part in an unforgettable experience. Additionally, following the programme, the participants will form part of the network of alumni and will have valuable contacts for their future in the music industry.

Each year ESOM will take place in the European Capital of Culture (ECoC), always collaborating with the ECoC team as well as the local universities and music school. By moving to a new city each year and live-streaming the performances, ESOM will be able to reach large numbers of audiences across Europe.

The host cities for the three upcoming cycles are:

2021: Timisoara, Romania

2022: Esch, Luxemburg

2023: Veszprém, Hungary

*"89% [of surveyed Europeans] agreed on the statement that "Culture and cultural exchanges should have a very important place in the EU" (European Commission, 2007)*

See [Annex 1](#) for a detailed PESTEL analysis.

## METHODOLOGY

ESOM's methodology is focused on developing the participants' musical talents whilst developing their personal, professional and social skills. This is achieved through a comprehensive three-week programme which gives the participants the opportunity to grow musically, discover new cultures, take on important production responsibilities, collectively compose new pieces and play on a stage that they themselves have built. ESOM believes that young people perform at their best when given a true sense of purpose. Young people should be given the opportunity to discover their own capacity. ESOM gives them the platform to achieve this.





## MISSION

Our mission aims to give young people a sense of purpose by offering free music education in an intercultural learning environment. Through a deeper understanding of their musical, social and emotional capabilities, they develop a sense of humanity, self-confidence and responsibility.

## VISION

European Summer of Music envisions a future where music is easily accessible to everyone regardless of their background. We picture a European community which values its youth and gives them opportunities to grow personally and socially therefore contributing to an understanding and dynamic society.

*"Everyone has the right freely to participate in the cultural life of the community."  
(Article 27 (1), Universal Declaration of Human Rights)*

See [Annex 1](#) for a detailed PESTEL analysis.

## VALUES

- Open doors to new opportunities
- Encourage creativity
- Respect and care for everyone
- Promote professionalism
- Create life-long friendships and memories
- Support constant learning and development
- Believe in openness
- Celebrate diversity

## LOGO



## WHAT DOES ESOM OFFER?

### 1. Skills for personal and social development

There are six key attributes and skills that young people involved in ESOM will gain during and after the programme. These include:

- Creativity
- Self Confidence
- Teamwork skills
- Resilience
- Global Perspective
- Problem Solving

### 2. A safe and memorable experience

To ensure that the participants have a fulfilling, safe and memorable experience, ESOM pledges to offer:

- Safety
- Expertise
- An unforgettable experience
- International Community
- Responsibility
- Trust

### 3. A unique summer music school programme

ESOM is the only European-wide music school that does not charge fees to take part which allows young people without financial resources to apply for this opportunity. Furthermore, ESOM offers participants more than music education. Participants have the opportunity to develop their life skills through the range of additional sessions and activities offered. For example, ESOM musicians will collaboratively create the repertoire as well as organise the concerts/programming themselves.

## WHY ESOM?

For years, music education has been a privilege only for young people with easy access to financial support. The costs of musical education and in particular summer programmes and tuition are often too high. Furthermore, following the 2008 economic crisis, many educational programmes across Europe dedicated to providing music tuition to young people from lower socioeconomic backgrounds had to be scaled back or scrapped altogether. Numerous studies demonstrate the life changing benefits of being engaged in music especially at such an important stage of adolescence. Without the opportunity to engage in cultural programmes, many young people are left without an outlet for their creative output. Music has been proven to improve self-esteem, listening skills, creativity, language ability, exam results and social skills. ESOM strongly believes that all young people, regardless of their background, should be given the access to quality music education and the countless benefits music offers.

See [Annex 1](#) for the PESTEL Analysis.

See [Annex 2](#) for the Porter's Model.

See [Annex 3](#) for the Competitors Analysis.



## GOALS AND OBJECTIVES

**Participant Goals** (based on the first programme in Timisoara and in line with the goals of the New European Agenda for Culture (see more details in [Annex 1](#))).

**Goal:** Raise awareness of the benefits of music education and international exchange and encourage young people from across Europe to apply.

**Objective:** Receive over 400 applications from over 20 different countries.

**Action plan**

- Implement a strategic marketing and communications plan which successfully reaches young, talented musicians from across Europe.

**Goal:** Give young people the opportunity to develop social/personal/professional skills for their future.

**Objective:** Receive over 80% satisfaction rate from the participant evaluation ([Annex 24](#)) and receive a positive development outcome, as indicated in the Personal Development Objectives ([Annex 25](#)).

**Action plan**

- Develop a logistics and programme plan which is satisfying for all participants.
- Ensure participants are both challenged and comfortable with the programme plan.
- Employ engaging and professional staff who have had experience working with young people.

**Audience Goals** (based on the first programme in Timisoara)

**Goal:** Offer a variety of engaging and entertaining concerts which are appealing to a range of audience segments of the ECoC community.

**Objective:** Receive over 80% satisfaction rate from the audience evaluation form ([Annex 24](#)).

**Action plan:**

- Programme interesting concerts which will satisfy most audience segments.
- Develop and implement a comprehensive concert production plan so that concerts have no logistical complications which affect the audience.

**Goal:** Encourage new audiences to interact with local cultural and social events.

**Objective:** Have over 80% attendance rate and attract audiences who do not regularly attend concerts.

**Action plan:**

- Create and implement a marketing and communications plan specifically to promote the ESOM concert series.
- Plan concerts strategically so that they are at a suitable time/date for most audience segments and programme them in accessible venues for new audiences.

**Financial Goals** (based on the first programme in Timisoara)

**Goal:** Receive sufficient funds to manage the programme with flexibility and ensure financial security for the following cycle.

**Objectives:** Secure enough sponsors/partners, receive 100% fundraising target from all participants and ensure high tickets sales at all paid events.

**Action plan:**

- Create a fundraising pack which includes fundraising materials, tips and guidelines ([Annex 12](#)).
- Ensure one member of staff is available to support participants during their fundraising process.
- Secure enough sponsors/partners ([Annex 19](#)).
- Develop the budget to try to minimise unnecessary costs ([Annex 23](#)).
- Programme appealing events and market them well.

## DIAGNOSIS

### SWOT ANALYSIS CONCLUSION

The partnership with the European Capital of Culture (ECoC) is a significant strength and opportunity for the programme. By partnering with ECoC, European Summer of Music has access to a network of staff, resources, venues, equipment and audience, as well as the visibility that the European Capital of Culture offers. To capitalise on this opportunity, ESOM will work alongside the programming and marketing teams of ECoC.

The ESOM programme moves every year to new cities and countries which requires securing new venues and partners annually. This travelling aspect can attract many new participants and audiences from each year's city and provides maximal visibility in the EU. Being such an international programme, ESOM will be able to exploit the opportunities that working within the EU offer, for example, the free movement of people, goods and services. Additionally, EU free data roaming, wifi access and international calling benefits ESOM as the organisation works internationally.

ESOM identifies that risks can occur when working with young people, these include: participants opting out of the programme at a late date, medical emergencies during the programme etc. However, ESOM's comprehensive risk management plan and staff training programme provides preventative measures as well as action plans for all identified risks. ESOM's strength is that all staff will be recently trained and fully aware of all procedures.

ESOM's Environmental Policy is aligned with the many initiatives in the EU that support eco-friendly organisations and sustainable programmes. This Environmental Policy promotes eco-friendly travel and environmentally-friendly practices in the work space. For example, where possible, participants/staff will travel by train/bus/bike, staff in Timisoara will use an electric car during the programme and recycling will be encouraged at all venues.

ESOM's biggest strength is the uniqueness of the programme. No other music summer programme offers the same range of activities for free. ESOM's methodology is strong and distinctive, setting this programme aside from competitors. ESOM intends to turn this strength into an opportunity by developing and growing the programme every year.

See **Annex 4** for the detailed SWOT analysis.

See **Annex 14** for the Risk Management Plan.

See **Annex 17** for the Environmental Plan.

See **Annex 13** for the Health and Safety Plan.

See **Annex 15** for the Participant Medical Forms.

# DEFINITION OF THE PROJECT

## TARGET AUDIENCES

### Segment


### Characteristics

Participants



- Age: 16 - 18 (during the programme)
- EU citizens
- All genders
- Musically talented
- Interested in exchange programmes

Audience



- Interested in Capital of Culture events
- Interested in music and concerts
- Curious about exchange projects
- Attracted by the performance of the professional musicians
- Direct relationship with the programme, for example family, host family, friends, classmates, etc.
- Public that unintentionally come across ESOM's concerts at unusual venues

See Annex 5 for the Market Size and Segments analysis.

## PROJECT CONTENTS

During the European Summer of Music programme, the participants will have the opportunity to develop professional, personal and social skills through different channels. Additionally, citizens from Timisoara will benefit from ESOM through the concert programme and by interacting with the participants.


### Application Process and Requirements

Potential participants will be able to apply for ESOM between 1st October - 30th November 2020. The applicants will be required to submit an application form as well as two audition tapes. Applications will be done online via the ESOM website. The application form includes personal details as well as questions specific to the programme. The audition tapes must feature two contrasting pieces of music between 3 - 4 minutes. In order to be considered for ESOM, applicants must be EU residents and between the ages of 16 - 18 during the programme. ESOM applicants also should have strong musical ability.

See Annex 6 for the Application Process.

See Annex 7 for the Application Form.

See Annex 8 for the Application Evaluation Criteria.



**Annex No.12**  
Fundraising Guide

### Fundraising Guide!

Well done for gaining a place on the 2021 European Summer of Music Programme! As you know, fundraising is a vital part of ESOM. Not only does it contribute to the funding of this incredible experience, it also allows you to develop skills for the future and show your commitment to the programme.

**Your fundraising target is: €400**  
**Your 50% deadline is: 30<sup>th</sup> March at 5 pm**  
**Your 100% deadline is: 30<sup>th</sup> April at 5 pm**

**FUNDRAISING IDEAS!**

- Host a concert! Contact your school/local hall to programme a concert featuring yourself and/or friends performing!
- Do a sponsored run! Challenge yourself to run the distance and ask friends/family to sponsor you.
- Hold a bake sale! Get creative in the kitchen and sell your delicious creations.
- Go busking! Show off your musical talent in your home town and raise money at the same time.

**How to open a Just Giving account**

In order to fundraise for ESOM, you will have to open a Just Giving account. Visit our guide on opening an account [here](#).


**TOP FUNDRAISING TIPS**

- Start fundraising as soon as possible! Three months might seem like a long time now, but it will fly past! Get started as soon as possible.
- Ask your friends/family to help you come up with ideas and share the message about your fundraising efforts over social media!

**YOUR FUNDRAISING PACK**

You will shortly receive a fundraising pack which you can use to promote your activities. In this pack you will find:

- ESOM T-shirts/hats
- ESOM Fundraising posters/flyers
- ESOM sponsorship form
- USB with documents to help



**Your fundraising support:**

Your fundraising support officer is Anna Wright. She is available for any questions/doubts you may have about fundraising.  
E: [annawright@esom.com](mailto:annawright@esom.com)  
T: +34163462389

**Good luck!**

See Annex 12 for the Fundraising Guide.



Content	Details	Who plans and leads this?
Music Classes	Various classes focusing on: music theory, harmony, improvisation, sharing our musical heritage, collective composition etc. There will also be prepared repertoire to rehearse.	Sessions/repertoire will be developed by the ESOM Music Consultant/tutors/ESOM staff and led by the tutors.
Industry Workshops	Different workshops focusing on: music production, live sound technology, marketing and communication etc. These workshops will help develop skills for working in the music industry.	The workshops will be developed by the workshops leaders and ESOM staff. They will be led by the workshop staff.
Social Discussions	Social discussions will provide inspiration for the group compositions and will allow the participants to discover other cultures and points of view. Subjects covered will include: the meaning of “home”, peace and conflict etc.	These sessions will be planned and delivered by the ESOM staff.
Challenges	Participants will be given a range of challenges to complete during the programme. These will include: guerilla marketing challenge, pop-up concert challenge etc. These are intended to be fun and encourage the participants to work together.	These sessions will be planned by the ESOM staff and delivered by the volunteers.
Cultural Exchange (host family experience)	Not only will ESOM participants work and learn alongside peers and tutors from different countries, they will also live with host families to gain an insight into local culture. This is also an opportunity for the families to learn about the culture of the young person they are hosting.	The ESOM Executive Manager will be responsible for the host home selection process.
Concerts	There are nine concerts during the programme, including: <ul style="list-style-type: none"> <li>• Six tutor concerts</li> <li>• Two pop-up concerts featuring the participants which take place on Saturday.</li> <li>• Three community concerts which will take place in local spaces, (e.g. cinemas, malls and hospitals) and serve as an opportunity for new audiences to get in touch with music. These concerts will feature a small group of participants and will be free of charge.</li> <li>• Final performance featuring the compositions the participants have worked on, as well as a performance by ESOM’s ambassador. This concert will be streamed online.</li> </ul>	The ESOM staff will be in charge of the production for all concerts. However, the pop-up concerts will be mostly organised by the participants, under the supervision of the ESOM staff.

See **Annex 9** for the detailed three-week programme plan.

See **Annex 10** for the Concert Plan Template.

See **Annex 11** for the Session Plan Template.

## RISK ASSESSMENTS

ESOM has identified the risks that could occur during the programme and has highlighted the prevention strategies and remedies. This risk assessment, as well as the staff training, will reduce the likelihood of risks arising. Additionally, ESOM's Health and Safety Plan works alongside the risk assessment to minimise risks.

In the table below, there is an example segment of the ESOM Risk Assessment.

RISK CATEGORY	Participants	
RISK DESCRIPTION	Participant falls ill	Child missing
PROBABILITY	Medium	Medium
IMPACT	High	High
PREVENTION	<ul style="list-style-type: none"> <li>• Ensure that participants send a medical and authorisation form before programme starts</li> <li>• Ensure that all participants have EU health insurance</li> <li>• Review the medical file and check if they have their own medicine</li> <li>• Ensure catering and lunches meet allergy requirements</li> <li>• Ensure that staff has completed first aid training</li> <li>• Ensure host families are informed of medical information/emergency contacts</li> <li>• Have a 24h emergency phone</li> <li>• Have a contact that can translate Romanian if necessary</li> <li>• Staff should always have stocked up first aid kits on them</li> </ul>	<ul style="list-style-type: none"> <li>• Provide participants with information about the city, addresses of meeting points, programme buildings</li> <li>• Give participants staff cell phone numbers</li> <li>• Provide participants with information about their host family, including: their address, phone numbers and the public transport available to their house</li> <li>• Ensure to pick host families who live close to the centre with easy transport routes</li> <li>• Ensure that participants take phones with them all the time</li> </ul>
REMEDY	<ul style="list-style-type: none"> <li>• Participant is accompanied to a medical clinic or hospital by member of staff and translator if necessary</li> <li>• Next of kin and host family are informed</li> <li>• Keep all medical papers the participant receives after medical visit</li> </ul>	<ul style="list-style-type: none"> <li>• Attempt to contact participant</li> <li>• Contact other participants for additional information</li> <li>• Contact host family</li> <li>• Check all meeting points</li> <li>• Contact emergency services</li> <li>• Inform all staff</li> </ul>

See **Annex 13** for the Health and Safety Plan.

See **Annex 14** for the detailed Risk Assessment Plan.

See **Annex 15** for the Medical Form.

## PROJECT PRODUCTION

### ANNUAL OVERVIEW

The ESOM annual plan covers the most significant activities that organisation undertakes in the setting up of ESOM as well as the planning, implementation and closing down of the first edition of the programme. The activities for the future editions of ESOM will follow a similar structure.

#### 2020

	January		February	March	April	May	June	July		August	September	October	November	December
<b>Administration - Project</b>	Set up phone contracts (To be completed in June 2019) Set up insurance (To be completed in June 2019)	Complete Business Plan Meeting with solicitor Set up business address		Initial contact with council/schools/univeristy /venues in Timisoara	Meeting with lawyer - to develop contracts	Follow up contact council/schools/univeristy /venues in Timisoara to prepare Spetember visit	Confim all plans for September visit	Book travel and accomodation for Timisoara visit	Meeting with lawyer to discuss contracts	Confirmation of Timisoara itinerary	Visit to Timisoara	Applications are open	Applications are open until 30th November	Review applications and select candidates
<b>Finance</b>	Start paying part-time salaries to staff	Open bank account in Spain and first meeting with accountant Apply for funding			Start paying full-time salaries to staff				Start receiving grants/sponsorship money					
<b>HR/Staffing</b>									Advertise tutor positions	Advertise/close tutor positions	Sign tutor contracts		Staff training - risk assessment /safeguarding Hire Music Consultant in preparation for application review	
<b>Marketing/ Communications</b>	Develop brand image Design logo Set up website /domain name (All to be completed in June 2019)						Design all printed materials (flyers, posters etc) for future participants	Develop mailing list and send first newsletter	Print and recieve printed materials	Design for the online ad campaign	Press conference in Timisoara School and univeristy visits and distribution of flyers/posters in Timisoara One hour video editing for social media	Newsletter/email campaign Online and printed advertising	Continue advertising Newsletter/email follow up campaign : "One more week to apply!"	Design and print all fundraising and merchandising materials
<b>Administration - Participants</b>												Open call	Application deadline	
<b>Event Production</b>				Start research for potential venues							Visit venues			
<b>Sponsors/partners/ambassadors</b>				Start search for sponsors/partners/ambassadors		Sponsor/partner/ambassador negotiation	Sponsor/partner/ambassador negotiation	Secure sponsors/partners/ambassador			Host event for sponsors following Romania trip			

2021

	January		February	March	April		May	June	July		August
<b>Administration - Project</b>	Book staff travel and accomodation for Timisoara (March and July)	Contact potential host homes	Confirmation of Timisoara itinerary	Second visit to Timisoara (risk assess host homes)	Draw up itinerary for July	Book travel and accomodation for tutors	Confirm July itinerary 2022 campaign starts	Skype meetings with volunteers/staff/tutors to discuss itinerary 2022 campaign continues	Staff arrive in Timisoara 2022 campaign continues	Summer school in progress! 2022 campaign continues	Reflection meeting 2022 campaign continues
<b>Finance</b>				Deposit 50% fundraising amount (March 10th)	Deposit full fundraising amount (April 30th)				Distribute funds to host families		
<b>HR/Staffing</b>		Contact potential Workshop Leaders		Advertise volunteer positions	Confirm volunteers/workshop staff and send contracts	Complete police checks for volunteers/tutors/staff Book security for events in July	Staff training - first aid course		Volunteer/tutor training		
<b>Marketing/ Communications</b>	Design and print volunteer/concert series flyers/posters			Information stand at the university  Distribution of printed materials for volunteers and other institutions			<b>Advertising</b> Contact newspapers to secure ad slot for June/July Design ads	Distribution of printed materials for concert series  Email campaign  <b>Advertising</b> Social media ad campaign Newspaper adverts with concert listings	<b>Advertising</b> Social media ad campaign Newspaper adverts with concert listings  <b>Guerilla marketing</b> Direct people to the concert series (this will be led by the participants)		Send out "thank you" emails to partners, cooperators, schools, host families, etc.
<b>Administration - Participants</b>	Invitations sent to succesful participants and confirmations received Send fundraising packs following confirmation of place	Fundraising begins		50% fundraising deadline Confirmation of emergency contacts and medical details	Fundraising closes Participants complete objectives form	Book transport and send details of project (including details of host families)	Skype call with parents/guardians	Send participants itinerary	Participants arrive Participants complete first review of objectives	Participants complete second review of objectives Participants leave	Assess evaluation forms Send out follow up email
<b>Event Production</b>				Second visit to venues	Contact suppliers of chairs/lights/microphones etc	Confirm/sign contracts with suppliers of chairs/lights/microphones etc	Write concert production plan		Concert production meeting	Concert production for all events in process Distribute evaluation forms	Assess evaluation forms
<b>Sponsors/partners</b>	Update sponsors			Send invitations for final concert				Confirm number of tickets sponsors/partners need	Pre concert reception and post concert party		Send out "thank you" emails to sponsors/partners/ambassadors

## WEEKLY TIMETABLE

The weekly timeline is an overview of all ESOM activities in the week before the programme start date and during the three weeks of the programme. The activities featured in the programme correspond with detailed concert and session plans. An example can be seen below.

	8 am - 8.55 am	9 am - 9.55 am	10 am - 10.55am	11 pm - 11.25 pm	11.30 pm - 1 pm	1 pm - 2 pm	2 pm - 3.30 pm	3.30 pm - 3.45 pm	3.45 pm - 5.10 pm	5.10 pm - 5.30 pm	5.30 - 6 pm	6pm - 7pm	7pm - 8 pm	8 pm - 9 pm	10 pm onwards	
<b>WEEK ONE</b>																
Monday 6th	Arrival of administration staff in Timisoara - check in at apartment					First staff meeting - during lunch			Visit host homes							
Tuesday 7th	Staff press conference preparations	Staff briefing	Visits to host homes/catering units/venues/universities & buy supplies													
Wednesday 8th	Staff press conference preparations	Staff press conference preparations	PRESS CONFERENCE			LUNCH	Volunteers arrive & Training activity 1.1	BREAK	Training activity 1.2	Review of activities/ tidy hall	Staff review of day	Staff evening at leisure/final preparations				
Thursday 9th	Staff prepare hall for training	Volunteers arrive at university - warm up activities/intro to day	Training activity 2.1	BREAK	Training activity 2.2	LUNCH	Training activity 3.1	BREAK	Training activity 3.2	Review of activities/ tidy hall	Staff review of day	Staff evening at leisure/final preparations				
Friday 10th	Staff prepare hall for training	Volunteers arrive at university - warm up activities/ intro to day	Training review 1.1	BREAK	Training review 1.2 & final review	LUNCH	Second visit to host homes to give money									
Saturday 11th	Arrival of tutors to university							Meeting with tutors				Staff/tutors meal - final review before project begins				
Sunday 12th	Arrival of participants/transfers - all staff available at airport for welcome							Welcome assembly with all staff/participants/host families			Participants travel to host homes					
	Volunteers receive participants at university - sign in and staggered group tours of city															

	8 am - 8.55 am	9 am - 9.25 am	9.30 am - 10.55am	11 am - 11.25 am	11.30 am - 1 pm	1 pm - 2 pm	2 pm - 3.30 pm	3.30 pm - 3.45 pm	3.45 pm - 5.15 pm	5.15 pm - 5.30 pm	5.30 - 6 pm	6pm - 7pm	7pm - 8 pm	8 pm - 9 pm	10 pm onwards
<b>WEEK TWO</b>															
Monday 13th	Staff prepare hall Participants travel to hall	Welcome assembly/ icebreaker activities/general rules etc - led by staff		<b>BREAK</b>	Social Activity - city treasure hunt - led by volunteers	<b>LUNCH</b>	MUSIC 1.0 Group 1 & 2 Rehearsal of composition for final project	<b>BREAK</b>	MUSIC 1.0 Group 1 & 2 Rehearsal of composition for final project	Tidy up, review of activities and sign out	Participants travel to host homes Staff/tutor/volunteer review	Evening spent at host home Staff/tutors prepare for day 2			
Tuesday 14th	Staff prepare hall Participants travel to hall	Welcome, warmer activities, committees set up - led by staff	SOCIAL 1.1 Group 1 & 2 (separate): What does "home" mean to you activity 1.1 - led by staff/volunteers		MUSIC 1.1 Group 1: Compositing and performing music on a theme MUSIC 1.2 Group 2: Sharing our musical heritage		MUSIC 1.1 Group 2: Compositing and performing music on a theme MUSIC 1.2 Group 1: Sharing our musical heritage		MUSIC 1.3 Session - collaborate/compose on the themes from the previous sessions		Participants travel to host homes Staff/tutor/volunteer review	Staff set up concert	Tutor Concert 1.1 Staff/tutors prepare for day 3		
Wednesday 15th	Staff prepare hall Participants travel to hall	Welcome, warmer activities - led by staff	SOCIAL 1.2 Group 1 & 2 (separate): What does "home" mean to you activity continued 1.1 - led by staff/volunteers -		MUSIC 1.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 1.1 Group 2: Compositing and performing music on a theme MUSIC 1.2 Group 1: Sharing our musical heritage		Industry workshop 1.1 Music production session - how to organise a successful concert		Participants travel to host homes Staff/tutor/volunteer review	Staff, volunteers, participants travel to community concert	Community Concert 1		
Thursday 16th	Staff prepare hall Participants travel to hall	Welcome, warmer activities - led by staff	Industry workshop 1.2 (cont.) Music production session - how to organise a successful concert - organise lunchtime concert on Sat		MUSIC 1.1 Group 1: Compositing and performing music on a theme MUSIC 1.2 Group 2: Sharing our musical heritage		MUSIC 1.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 1.3 (cont.) Session - collaborate/compose on the themes from the previous sessions		Participants travel to host homes Staff/tutor/volunteer review	Staff set up concert	Tutor Concert 1.2 Staff/tutors prepare for day 5		
Friday 17th	Staff prepare hall Participants travel to hall	Welcome, warmer activities, sign up for Sunday social- led by staff	Industry workshop 1.3 (cont.) Music production session - how to organise a successful concert - organise lunchtime concert on Sat		Industry workshop 1.4 (cont.) Music production session - how to organise a successful concert - organise lunchtime concert on Sat		MUSIC 1.4 (cont.) Groups 1 & 2: Creation Session - Rehearsal for concert		MUSIC 1.4 (cont.) Groups 1 & 2: Creation Session - Rehearsal for concert		Participants travel to host homes Staff/tutor/volunteer review	participants travel to community concert	Community Concert 2		
Saturday 18th	Morning at host homes		Setting up for lunchtime concert			Lunchtime Concert - organised by participants - supervised by staff			Afternoon/evening at leisure						
Sunday 18th	Day at leisure with host families or take part in social activity														



**CONCERT:**  
Tutor Concert 1.1

**Date:**  
Tuesday 14th July 2021

**Time:**  
Rehearsal 18 h  
Concert: 19h30

**Location:**  
Concert Hall

**Materials required:**

- 1 X Piano
- 1 x Music stand
- 80 x audience chairs
- 1 x table
- 2 x water bottle for artist

**Production responsibilities before concert:**

- Confirm details with venue
- Confirm details with artists
  - o Timings
  - o Programme
  - o Tech rider
- Design and print programmes

**Concert Day Timeline**

- 18 h – Tutor and production staff arrive at venue
- 18.05 h – Rehearsal begins/production staff members sets up the hall
- 18.45 h – Rehearsal ends
- 19 h – Doors open
- 19.30 h – Concert begins
- 20.30 h – Concert ends

**COMMENTS:**  
ESOM Board member will introduce the concert

**Important contact numbers:**

- Emergency services: 999
- ESOM emergency/advice number: 12345678
- Artist contact details:

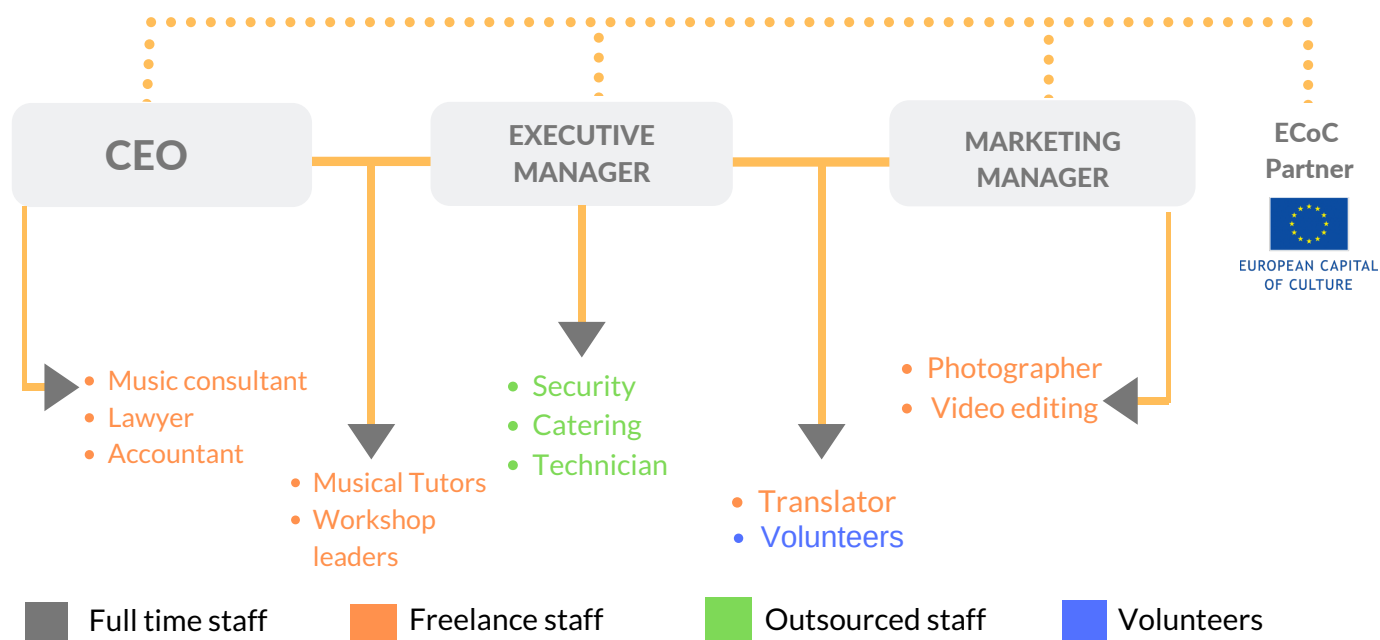
See Annex 9 for the complete Weekly Timetable  
 See Annex 10 for the Concert Plan template  
 See Annex 11 for the Session Plan template

# ORGANISATION STRUCTURE

## LEGAL ASPECTS AND MANAGERIAL STRUCTURE

European Summer of Music is a non-profit organisation recognised as a foundation under the Spanish Act of 50/2002. ESOM will not pay any tax due to its non-profit status. Founding members, Anna Wright, Veronica Intriago and Laura Reich, will each invest personal capital and will be recognised as the board of managers of the European Summer of Music Foundation. The board of managers will together set out the strategic direction of ESOM, make the key decisions and supervise all the foundation’s activities. Furthermore, the board will approve annual budgets. The board of managers is made up of the CEO & Artistic Manager, Executive Manager and Marketing Manager.

## ORGANISATION CHART



### Examples of job overview and responsibilities

#### Job Title: CEO & Artistic Director

Contract: Full time Salary: €1200/month

#### Job overview and responsibilities:

- Responsible for overseeing the work of the managers.
- Works closely with the Music Consultant to select participants and plan the musical activities.
- Oversees the financial aspects of ESOM. Employs all contracted staff (e.g. tutors).
- Responsible for securing suitable sponsors and partners.
- Provides assistance during the summer programme.

#### Job Title: Executive Manager

Contract: Full time Salary: €1200/month

#### Job overview and responsibilities:

- Responsible for the ESOM logistics and programming planning.
- Main contact for venues and staff in European Capital of Culture (ECoC).
- Oversee the production of concerts in ECoC.
- Selects host families and main contact for host families.
- Responsible for health and safety training and implementation.
- Responsible for the welfare of participants.
- Responsible for volunteer selection/training.

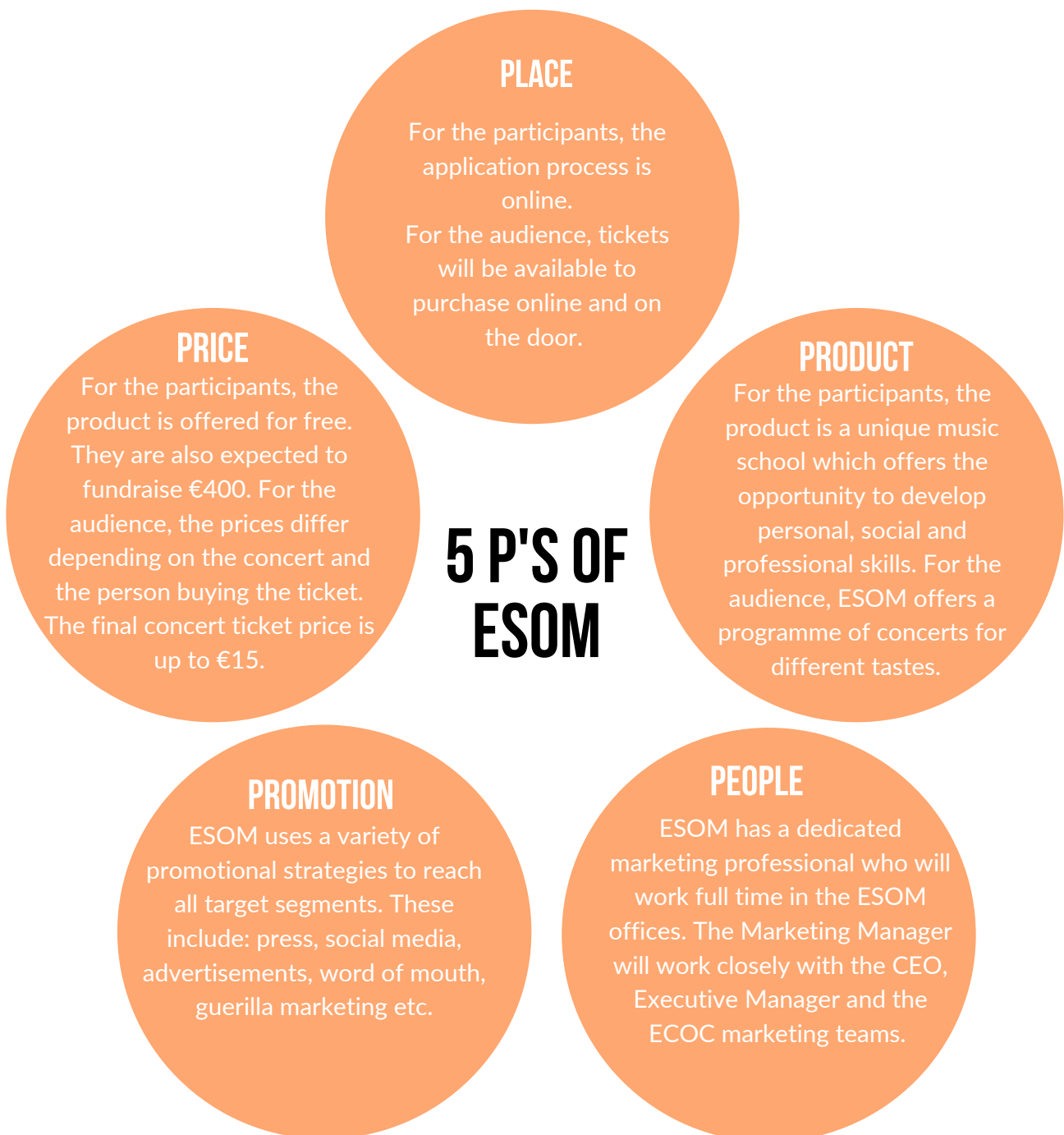
See Annex 16 for other Job Descriptions.

# MARKETING AND COMMUNICATIONS

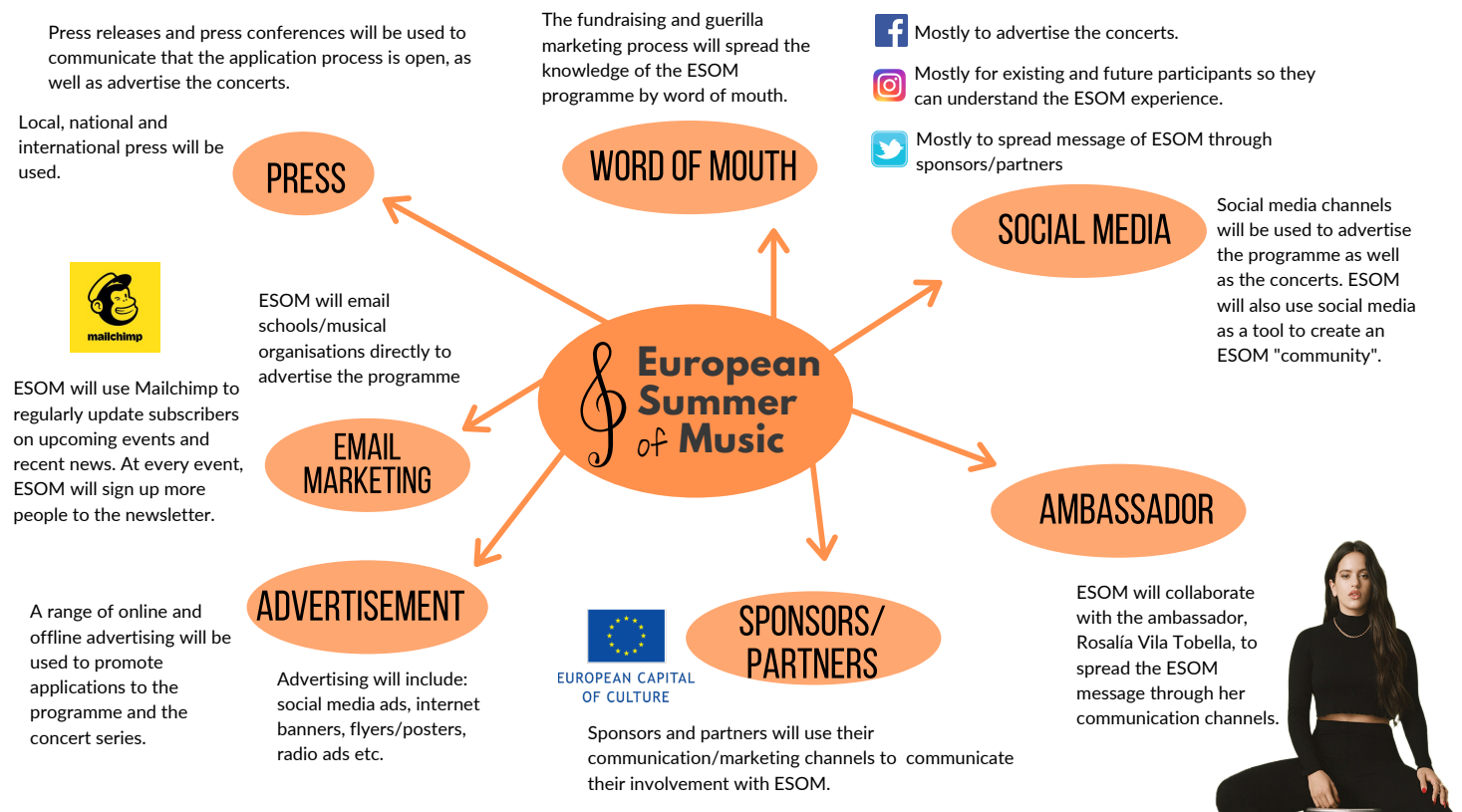
## MARKETING OBJECTIVES

European Summer of Music is a new product. Therefore, it is important for ESOM to establish itself on the market and raise brand awareness in the European Capital of Culture and throughout Europe. ESOM aims to raise maximum visibility through a thorough marketing strategy and communication plan to reach each market segment (as specified on page six).

## MARKETING PLAN



## COMMUNICATION CHANNELS



See **Annex 18** for the detailed communications timeline.

## PARTNERS, SPONSORS AND AMBASSADOR

ESOM has a broad network of partners/sponsors and works with the internationally renowned ambassador Rosalía Vila Tobella.

### Sponsors

The sponsors that support ESOM are international companies and are not only based in one European city. Therefore, ESOM will work with each sponsor for multiple programme cycles.

#### What does ESOM gain from its sponsors?

- Financial donations
- Material goods
- Advertising platform
- Visibility
- Prestige
- Reputation

#### What do the sponsors gain from ESOM?

- International visibility
- Advertising platform
- Reputation
- Concert tickets
- Sponsor events



## Partners

To ensure a smooth production flow during the programme, ESOM’s main partners are from the Capital of Culture. Thus, ESOM will change its local partners yearly depending on each year’s programme and needs.

### What does ESOM gain from its partners?

- Advertising platform
- Visibility
- Secured Cooperation
- Discounts
- Access to venues and/or material goods

### What do the partners gain from ESOM?

- International visibility
- Advertising platform
- Reputation
- Secured Cooperation

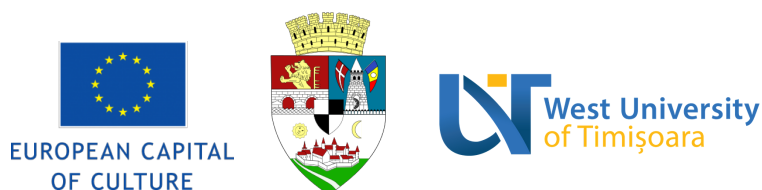
## Sponsors



## Funders



## Partners



## Ambassador

ESOM will continuously work in cooperation with its ambassador Rosalía Vila Tobella who is a 25-year-old renowned singer from Catalonia. She is known for her unique blending of traditional flamenco and pop music. Rosalía has benefitted from music education since the age of 10 and studied at the ESMUC in Barcelona.

### What does the ambassador offer ESOM?

- Visibility
- Access to customers
- Workshop leading
- Part of final performance



### What does the ambassador gain from ESOM?

- Possibility to grow even more internationally
- Chance to empower young people
- Positive public image

See **Annex 19** for detailed information on the partners, sponsors and ambassador.  
See **Annex 20** for the Sponsorship Contract Template.

## INFRASTRUCTURES AND TECHNICAL REQUIREMENTS



The European Summer of Music Foundation will be based in a coworking space in Barcelona. As the programme is strongly connected to the European Capital of Culture, the summer school will take place in one of the nominated cities every year. ESOM will work in cooperation with different venues depending on each type of concert. Additionally, ESOM will cooperate with the city's university and/or music school and therefore receive free access to rehearsal and seminar rooms.



Any technical equipment needed will be provided by the above venues or will be borrowed from other partners such as event technicians.

As the European Summer of Music Programme is a travelling programme, the venue and equipment plan has to be adaptable to all cities where the programme will take place. Therefore, ESOM will have a general requirements checklist to ensure the suitability of each venue.

See [Annex 21 for the Venue and Equipment Checklist](#).

### Venues for Timisoara 2021



#### Programme Building:

- West University of Timisoara, Music Department

• **Concert Venue Final Performance:**  
Sala Capitol (Capacity 878 people)

#### Concert Venue Tutor Concerts:

- Manufactura (Capacity 150 people)

#### Pop up Concert Venues

Open air concerts to bring the music to Timisoara's citizens, free of charge

- Botanic Garden
- Victory Square

#### Community Concert Venues

"Unusual" concert venues to bring the music to Timisoara's citizens, free of charge

- Cinema City
- "Lulius Mall" Shopping Centre
- "Spitalul Clinic Județean de Urgență Timișoara" Hospital

### Online Streaming



The final performance will be live streamed in order to reach a wider audience outside Timisoara. Therefore, the show will be filmed with a camera, immediately encoded by the Cerevo LiveShell 2 Portable Encoder and streamed online through the platform "Primcast". Through Primcast, it is possible to stream European-wide to an unlimited audience that can watch the show on any device. To access the stream, there will be a pay-per-view system meaning the audience will be charged a small amount of money.

## ECONOMICAL AND FINANCIAL MANAGEMENT

### Set-up Costs

Business Set-up Total	1.210 €
Premises Set-up Total	400 €
Equipment Total	1.807,26 €
Starting Operations Total	600 €
<b>Total</b>	<b>4.017,26 €</b>

### Set-up Capital

Equity investment	31.200,00 €
Borrowings	0,00 €
Donations	20.000,00 €
<b>Total</b>	<b>51.200,00 €</b>

**Surplus Funds: 47.182,74 €**

See [Annex 22](#) for the detailed Set-Up Costs.

### Expenses

Item	2020	2021
General Administration Total	1.656 €	2.106 €
Working Compensation Staff	37.800 €	50.400 €
Working Compensation Others	1.110 €	3.330 €
Marketing Total	2.455 €	5.110 €
Operations Cost Preparation	3.412 €	1.438 €
Operations Cost Programme	-	14.858,69 €
<b>TOTAL EXPENSES</b>	<b>46.433 €</b>	<b>77.242,69 €</b>

Founding members of ESOM Anna Wright, Veronica Intriago and Laura Reich will each invest personal capital of 10.000 € and their private laptops, worth collectively 1.200 € into starting up the business. In order to raise additional money, ESOM's founders will have meetings with initial contributors during which the project idea will be pitched in order to ask for financial support. Collectively, ESOM forecasts to raise an amount of 20.000€ through these donations.

### Revenue

Item	2020	2021
Capital Total	47.182,74 €	-
Fundraising Total	-	16.000 €
Ticket Sales Total	-	13.890 €
Sponsorship Total	68.000 €	-
Grants Total	30.000 €	-
<b>TOTAL REVENUE</b>	<b>145.182,74 €</b>	<b>29.890 €</b>

As the set-up costs will be kept low with a total of 4.017,26 €, ESOM will have surplus funds of 47.182,74 € which will cover the costs until ESOM receives grants and financial support from its sponsors.

Total Expenses	123.675,69 €
Total Revenue	175.072,74 €
<b>Profit</b>	<b>51.397,05 €</b>

In order to prepare each summer school, ESOM's programme cycle will start in the beginning of the year before the summer school (January 2020) until the end of the summer school (August 2021). The budget listed above is therefore an estimation of the financials needed and received during one programme cycle. As mentioned before in chapter five ESOM works closely with sponsors and partners to receive financial support and save costs through provision of material goods and discounts. As a non-profit organisation, ESOM will reinvest its capital gain from the end of the first programme into the second programme cycle to cover all costs until it receives grants and financial support of its sponsors again.

See [Annex 23](#) for the detailed Revenue and Expenses sheet.

## OPERATION COST BREAKDOWN

### 2021 Cost Breakdown

The costs listed in the table below relate to the Timisoara edition in 2021. The costs of future programmes will vary depending on the location of the hosting country and inflation. However, the elements of the cost breakdown will mostly remain the same.

Staff Accommodation in Timisoara	40,00 €	35	1.400,00 €	Costs for Emergency Flights	500,00 €	1	500,00 €
Staff Return Flights to Timisoara	250,00 €	3	750,00 €	Transportation Costs in Timisoara for Participants	0,00 €	40	0,00 €
Car Rental	0,00 €	1	0,00 €	Lunches for Participants	0,00 €	40	0,00 €
Gas for Car	0,00 €	1	0,00 €	Host Family Compensation	150,00 €	20	3.000,00 €
Food and Beverage Costs for Staff	350,00 €	3	1.050,00 €	Transportation Costs in Timisoara for Volunteers	0,00 €	6	0,00 €
Return Flights for Rosalía to Timisoara	300,00 €	1	300,00 €	Lunches for Volunteers	0,00 €	6	0,00 €
Accommodation for Rosalía in Timisoara	80,00 €	3	240,00 €	Presents for Volunteers	10,00 €	6	60,00 €
Dinner with Rosalía	300,00 €	1	300,00 €	Classroom Materials / Stationery	200,00 €	1	200,00 €
Presents/Flowers for Rosalía	40,00 €	1	40,00 €	Music Rights / Licenses	138,69 €	1	138,69 €
Tutor's Return Flights to Timisoara	250,00 €	4	1.000,00 €	Transport of Instruments	40,00 €	6	240,00 €
Tutor's Accommodation	300,00 €	4	1.200,00 €	Emergency Costs	500,00 €	1	500,00 €
Dinners with Tutors	200,00 €	3	600,00 €	<b>TOTAL</b>			<b>14.858,69 €</b>
Transportation Costs in Timisoara for Teachers/Tutors	0,00 €	9	0,00 €				
Presents/Flowers for Tutors	10,00 €	6	60,00 €				
Presents/Flowers for Teachers	10,00 €	3	30,00 €				
Return Flights for Participants	250,00 €	13	3.250,00 €				
Eurail Train Tickets for Participants	0,00 €	7	0,00 €				

See [Annex 23](#) for the detailed Revenue and Expenses sheet.



## EVALUATION PROCESS

Evaluation is a vital process for ESOM especially as the Timisoara edition will be the pilot programme. In order to assess the successes and the failures of the programme, ESOM will put in place a number of evaluation indicators. Following the programme, the board of managers will meet to analyse the results and discuss the 2022 programme. Furthermore, the evaluation results will reassure sponsors/partners that ESOM is reaching its goals and making an impact.

There are eight evaluation indicators, these include:

1. Participant evaluation forms which are completed on the last day of the programme. All 40 will be expected to be returned to ESOM.
2. Audience evaluation forms which are completed following the concerts. At least 400 forms will be expected to be returned to ESOM.
3. Tutor/workshop leader/volunteer/staff evaluation forms which will be completed via email a few days following the programme. All staff forms will be expected to be returned to ESOM.
4. Host family evaluation forms which will be completed during the last week of the programme. All forms will be expected to be returned to ESOM.
5. Audience numbers from every concert will be noted.
6. Participants personal objectives will be completed during the last week of the programme and a copy will be returned to ESOM. These will be used to assess the social, personal and professional impact that the programme has had.
7. Media mentions will be collected and added to a dossier.
8. Budget assessment will be completed by the board of managers following the programme to assess the financial strengths and weaknesses of the programme.

See [Annex 24](#) for the Evaluation Surveys.

See [Annex 25](#) for the Personal Objectives.



## FUTURE OUTLOOK

ESOM has a positive future outlook and plans to grow every year following the pilot programme in Timisoara 2021. From 2023, ESOM will host two summer programmes in the same city. Therefore the team will spend eight weeks in the European Capital of Culture rather than five.

2022 Edition	2023 Edition	2024 Edition
<ul style="list-style-type: none"> <li>• <b>Location:</b> Esch, Luxembourg</li> <li>• <b>Total number of participants:</b> 40</li> <li>• <b>Dates of the 2022 programme:</b> Monday 4 July 2022 - Sunday 24 July 2022</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Location:</b> Veszprém, Hungary</li> <li>• <b>Total number of participants:</b> 80</li> <li>• <b>Dates of the 2023 first programme:</b> Monday 3 July 2023 - Sunday 23 July 2023</li> <li>• <b>Dates of the 2023 second programme:</b> Monday 24 July 2023 - Sunday 12 August 2023</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Location:</b> Unknown</li> <li>• <b>Total number of participants:</b> 80</li> <li>• <b>Dates of the 2024 first programme:</b> Monday 2 July 2024 - Sunday 22 July 2024</li> <li>• <b>Dates of the 2024 second programme:</b> Monday 23 July 2024 - Sunday 11 August 2024</li> </ul>

