



European Summer of Music

Annexes

Cultural Project: Master's Degree in Arts and Cultural Management
Universitat Internacional de Catalunya
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Annexes

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Annex No. 1

PESTEL Analysis

In order to understand the macro-environment that surrounds ESOM, political, economical, socio-cultural, technological, environmental and legal factors have to be analysed. Because the programme will attract teenagers from all over Europe and will follow the trail of the European Capital of Culture, it is important to consider the European Union as the macro-environment and not only focus on Romania where the first programme will take place.

Political

The European Union is an economic and political union consisting of 28 countries (European Commission, 2019g). It got originally created after World War II with the concept to prevent conflict as the countries would become economically dependent of each other (European Commission, 2019g). One of the main goals for the European Union is to “promote peace, its values and the well-being of its citizens” (European Commission, 2019g, para. 1) which is implemented successfully so far as the EU stayed politically stable: in 2017 the Union celebrated its 60 years of existence and 70 years of piece (European Commission, 2017a, European Commission, 2019g).

For the European Union, supporting and promoting cultural and creative activities is vitally important as it can improve health and well-being of the citizens or create jobs (European Commission, 2018a). Thus, the “New European Agenda for Culture” got adopted in 2018 with the aim to address common challenges in the EU's cultural and creative sectors (European Union, 2019e, European Commission, 2018a). In this document three strategic objectives are emphasised including social, economic and external aspects (European Commission, 2018a). The social dimension for example, aims to make cultural activities available to all Europeans (European Commission, 2018a). Furthermore, it focusses on strengthening a sense of belonging together through sharing the European cultural heritage (Costa, 2019). The economic dimension amongst others aims to “promote the arts, culture and creative thinking in formal and non-formal education” (European Commission, 2018a, p. 4) and the external dimension sets the objective to “Promote culture and intercultural dialogue for peaceful inter-community relations” (European Commission, 2018, p. 6). With its summer programme, ESOM fulfils all three of these objectives and might therefore be eligible to receive European funds such as Creative Europe in the future.

Economical

The European Union consists of 28 countries which form today the European single market (European Commission, 2019g). Within this market, people, goods, services, and money can freely move in between countries (European Commission, 2019e). Through this, European businesses can choose their destinations freely and can reach nearly 500 million consumers (European Commission, 2019e). However, some limitations remain as for example tax regulations still alter in some countries or e-commerce services differ in terms of rules, standards and practices (European Commission, 2019e).

22 EU Member States plus Norway, Iceland, Switzerland and Liechtenstein form the Schengen Area today (Schengen Visa Info, 2018, European Commission, 2019f). Within this area, the Schengen Agreement determines that there are no national borders and border controls (Schengen Visa Info, 2018). Amongst others, Romania is not part of the Schengen Area yet, however it is in the process of joining this agreement at the moment (European Commission, 2019f). The Schengen Agreement allows every EU citizen and their family members, to travel, study, work and live in any EU country (European Commission, 2019f, European Parliament, 2019a, European Commission, 2019g). Every Member State is obliged to treat EU residents equally in terms of employment, social security and tax purposes (European Commission, 2019g).

Introduced in 2002, 19 of the 28 EU countries have replaced their national currency with the Euro by now which simplifies trade within the EU enormously: travelling, transferring money or paying online with the same currency reveal only some of these benefits for businesses or individuals (European Commission,

2019g, European Commission, 2019i). However, some countries still have not adopted the Euro yet but are committed to it once fulfilling the necessary conditions such as Romania where the present currency is the Romanian Leu RON (European Commission, 2019i, Romania Tourism, 2019).

Socio-cultural

In the 28 Member States of the EU, all together 512.4 Million inhabitants live as of 1st of January 2018 (European Union, 2019c, Eurostat, 2019). Thereof an amount of 26.9 Million were in the age between 15 and 19 (Eurostat, 2019).

Through comparing the price of range of goods and services with the average income of each country, living standards can be analysed and compared between EU countries European Union (2019c). Unfortunately, Bulgaria and Romania are the countries with the lowest living standards (European Union, 2019c).

TNS Opinion & Social carried out a survey on the behalf of the European Commission and interviewed 26,755 citizens from all EU member states in 2007 to reveal their cultural values (European Commission, 2007). This survey identified amongst others opinions towards cultural exchanges (European Commission, 2007). Thus, 89% agreed on the statement that “Culture and cultural exchanges should have a very important place in the EU so that citizens from different Member States can learn more from each other and feel more European” (European Commission, 2007, p. 36). Furthermore, 63% of the interviewees answered that they themselves would be interested “in meeting people from other European countries” (European Commission, 2007, p. 45). Furthermore, 41% wished to “increase exchange programmes for students and teachers, such as Erasmus or Leonardo” (European Commission, 2007, p. 54) and 31% agreed that the EU should “implement programmes enabling people who do not usually travel to meet one another” (European Commission, 2007, p. 54).

Another section of the same survey was to reveal the EU citizens' cultural consumption and activities (European Commission, 2007). According to the survey, concerts are visited by 37% once a year and 5% more than five times, meanwhile other performing arts such as theatres and ballets, dances or operas are visited less: only 32% go to a theatre play a year, and only 18% visit ballets, dances and operas once a year (European Commission, 2007).

Further questions in the survey identified participation in artistic activities (European Commission, 2007). 38% of the 26,755 interviewed citizens stated that they are not participating in artistic activities at all (European Commission, 2007). 15% of the respondents affirmed to be singing and 10% stated to play a musical instrument (European Commission, 2007).

Unfortunately, 92% of all interviewees admit, that there are barriers when trying to participate in cultural activities (European Commission, 2007). Although 42% blame it on their lack of time, 29% agree that it is too expensive, while only 27% don't participate in culture due to a lack of interest (European Commission, 2007). Furthermore, 16% state that they only have a limited choice or a low quality of cultural activities in their area (European Commission, 2007). Thus, 82% would welcome free cultural access as it would give more people the opportunity to access culture, meanwhile 9% are against that as they expect these offers to be of low quality (European Commission, 2007).

Technological

In the past decades, new technologies and digital communication changed our lifestyles, societies and consumption patterns enormously (European Union, 2019e, European Union, 2019a). Mobile roaming charges for example ended on the 15th of June 2017 which enables businesses and individuals to use data, SMS or phone calls in every EU country (European Commission, 2018d, European Commission, n.d.).

Statistics show, that in 2017, 87% of EU households had internet access and 72% of all EU citizens aged between 16 and 74 used the internet daily (Eurostat, 2018a). Thus, many organisations used the internet to

reach their companies as in 2017 84% EU businesses used social media to market their products or build their image online (Eurostat, 2018b)

Environmental

Living in the EU, one can enjoy some of the highest environmental standards worldwide (European Commission, 2019d, European Union, 2019b). However, with the goal to be a “greener and more sustainable Europe” (European Commission, 2019d, para. 1) the EU is trying to improve its impact on the environment even more (European Commission, 2019d). With causing almost 25% of Europe's greenhouse gas emissions, transport is one of the biggest challenges the EU faces in this field (European Commission, 2019h).

In order to reduce these, the EU sets on alternative and sustainable fuels and visions for example that 40% of new cars and vans will be zero- or low-emission vehicles by 2030 (European Parliament, 2018b, European Commission, 2014, European Commission, 2019h). The second biggest cause comes with 13.1% from civil aviation (European Commission, 2019h). With the ambition to reduce these, Siemens, MTU Aero Engines and Ruag-Aviation are developing currently the first electric passenger plane worldwide which is planned to be tested in 2020 and commercially used by 2025 (Hegmann, 2018).

Legal

Everything within the European Union is predicated on the rule of law as everything is based on treaties which are concurred by all Member States of the EU (European Commission, 2019g). The Charter of Fundamental Rights for example, prescribes for example that “everyone has the right to education” (European Union, 2000, Article 14) and that the “Union shall respect cultural, religious and linguistic diversity” (European Union, 2000, Article 22).

In the Treaty of Lisbon, Article 167 (ex Article 151 TEC) states that “The [European] Union shall contribute to the flowering of the cultures of the Member States, while respecting their national and regional diversity” and that the “Action by the Union shall be aimed at encouraging cooperation between Member States and, if necessary, supporting and supplementing their action in the following areas: [...] non-commercial cultural exchanges [and] artistic and literary creation” (European Union, 2012, p. 530f.).

The Universal Declaration of Human Rights which was declared by the United Nations General Assembly in December 1948 is a milestone in the human right history and sets a common standard effective for all people around the world (United Nations, n.d.). In Article 27 (1) it declares that “Everyone has the right freely to participate in the cultural life of the community, to enjoy the arts and to share in scientific advancement and its benefits.” (United Nations General Assembly, 1948, p. 7).

See References in **Annex 26**.

Threat of Existing Competitors

In the European market, there are only five direct competitors to the European Summer of Music, as these are the only summer schools that offer musical workshops in combination with an international experience. As elaborated in the competitors analysis in Annex 3 (competitors analysis), ESOM has a clear competitive advantage in the areas of costs, the international experience and the programme width in terms of musical genres and additional classes for personal development.

Threat of New Entrants

The threat of New Entrants in this market sector is not very high. This is caused mainly by very high costs to execute the programme compared to very low revenue. To be able to perform well, it is highly necessary to find many partners and sponsors or to charge the participants and concert audience high costs which however restricts the competitive advantage. Although the EU aims to support cultural/educational inclusive projects on a European scale, it is very hard for start ups to receive European grants.

Risk of Substitute Products

Analysing substitute products, one has to consider both, summer schools and programmes substituting the three weeks summer programme itself, and substitutes for the concert series that the programme offers.

Specifying or quantifying substitutes for the three weeks summer programme Europe-wide is not feasible. The target group can find a substitute in nearly everything throughout the whole Europe and worldwide. To go abroad, teenagers can visit other international summer schools and programmes of any kind, exchange programmes, summer festivals or simply summer holidays. To improve their musical skills in their local music school or attend other musical or cultural workshops during the summer.

As the the programme and the concerts of the European Summer of Music take place in the European Capital of Culture, the concerts themselves have to compete against all the other offers that will take place in the city. As the programme of Timisoara 2021 is not secured yet, it is still unclear, how many events will take place at the time of ESOM's concerts, what kind of events these will be or for what price they will be offered.

Bargaining Power of Buyers

To analyse the bargaining power of buyers, the programme itself and the concert series have to be considered separately. When looking at the programme offer itself, the bargaining power of buyers is considerably low. ESOM has only five direct competitors that offer a music summer school with an international experience. Moreover, it offers the unique opportunity to be free of charge and has many more competitive advantages. However, there is a big range of substitute programmes when preferring to separate the international experience and the musical and personal workshops which gives buyers a higher bargaining power although they would lose this unique combination.

In comparison, the concert audience has a bigger bargaining power as Timisoara 2021 offers many other concerts and substitute programmes during the European Capital of Culture year. However, ESOM's concerts present a unique programme content, take place at extraordinary venues and offer tickets adjusted to the average prices of other Timisoara 2021 events. Through this, the European Summer of Music concerts try to countervail the bargaining power of buyers.

Bargaining Power of Suppliers

As Timisoara is a considerably small city, it does not have a very big market of suppliers that are relevant for the European Summer of Music: technicians, instrument rentals, catering services or tourist booking agencies. To compensate with that, ESOM secures a mutually beneficial partnership with each of its suppliers to secure a cooperation well in advance. However, as ESOM is a travelling programme, these partnerships have to be build new in every Capital of Culture city.

Other European-wide suppliers however, do not have a high bargaining power as the European market is big and has many offers. This applies to for example to flight companies, merchandising printing companies or mobile service providers. Still, ESOM as well secured a collaboration with these companies through sponsorships and partnerships.

Evaluation Criteria

The evaluation criteria for this Value Curve is based on the values the European Summer of Music aims to represent:

Purpose:

- whether the programme offers professional musical classes or not
- whether the programme offers different additional classes
- whether the programme offers a greater purpose behind the classes or if it's only focused on musical learning

Application:

- level of difficulty to apply and get accepted (with a preference on harder application requirement as this ensures a selection of talented musicians)

Target Group

- whether the programme is focused on a specific target and age group or not

Programme/Teaching:

- whether the programme offers musical classes for different genres or not
- level of professional tutors

Concerts:

- whether concerts are offered or not
- whether a final concert is offered to present work
- whether concerts include every student or only chosen/specific ones

International Experience/Exchange:

- whether the programme offers additional international experience / whether cultural exchange is guaranteed

Length and Time

- whether the programme is short or long (preference on longer programmes due to more learning possibility)

Costs

- whether there are any costs for participants
- whether the costs are low or high

Location

- whether it's a changing location or the same one every year (with a preference on changing locations as this gives more international experience for returning students=

Company's experience/reputation:

- how long the company is existing

H = High Value

M = Medium Value

L = Low Value

European Summer of Music

Name	Link	Offer	
European Summer of Music		<p>Purpose:</p> <ul style="list-style-type: none"> ● offer both, professional music classes like composing or harmony classes, and workshops to improve personal skills like public speaking, management, etc. ● exchange program to foster intercultural understanding, sense of belonging together between all countries of the EU ● develop a sense of purpose and a greater understanding of the cultural and creative industries <p>Application:</p> <ul style="list-style-type: none"> ● participants should send audition tape and motivation letter ● participants should fill out forms and provide evidence regarding their and their families financial background ● teenagers with lower socio-economic background are preferred <p>Target Group</p> <ul style="list-style-type: none"> ● 16-18 teenagers from EU ● preferably from lower socio-economic class <p>Programme/Teaching:</p> <ul style="list-style-type: none"> ● tutors are international, professional and well-known musicians and experts in the field of the creative industries ● both, professional music classes like composing or harmony classes, and workshops to improve personal skills like public speaking, management, etc. ● programme open for all sorts of music: classical, jazz, pop, etc. <p>Concerts:</p> <ul style="list-style-type: none"> ● concert series with professionals, rehearsal visits during programme ● final performance on end of project ● every student will perform in final performance <p>International Experience/Exchange:</p> <ul style="list-style-type: none"> ● exchange programme with teenagers from all EU countries ● host family accommodation ● evening social activities planned <p>Length and Time</p> <ul style="list-style-type: none"> ● 3 weeks in July <p>Location</p> <ul style="list-style-type: none"> ● travelling location: always in Capital of Culture <p>Costs</p> <ul style="list-style-type: none"> ● no costs for participants ● no additional costs for lunches/dinners ● fundraising challenge: 500€ for each participant ● programme is in charge for all additional costs <p>Company's experience/reputation:</p> <ul style="list-style-type: none"> ● start-up 	<p>H</p> <p>M</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>H</p> <p>L</p>

Competitors

Name	Link	Offer	
European Summer Music Academy	https://www.european-music-academy-ks.com/	<p>Purpose:</p> <ul style="list-style-type: none"> ● exchange musical experience between professors and students, foster mutual understanding in region of Western and South Eastern Europe <p>Application:</p> <ul style="list-style-type: none"> ● if participation is possible depending on the availability and also on the participants' previous music experiences <p>Target Group:</p> <ul style="list-style-type: none"> ● Students from Western and South Eastern Europe <p>Programme/Teaching:</p> <ul style="list-style-type: none"> ● offer the opportunity to attend international masterclasses and work with well-known musicians, performers or/and academics ● working language: English ● students of ESMA receive an ESMA diploma at the end of the Academy ● can attend classical masterclasses for academic field and singing, piano, violin, viola, flute, oboe, trumpet, percussion, composition, guitar, orchestral conducting, and also masterclasses for chamber music for strings/piano, woodwinds and brass ensembles <p>Concerts:</p> <ul style="list-style-type: none"> ● public evening rehearsals and concerts of the ESMA ● only selected students by professors can perform their work at ESMA concerts and closing concert ● One or two concerts of professors will take place within the ESMA <p>International Experience/Exchange Width:</p> <ul style="list-style-type: none"> ● shelter accommodation, including breakfast, by the dormitories of the city ● Exchange between: professors, students and artists from the Western and South Eastern Europe <p>Length and Time</p> <ul style="list-style-type: none"> ● 10 days in August <p>Location:</p> <ul style="list-style-type: none"> ● travelling location <p>Costs</p> <ul style="list-style-type: none"> ● registration fee: 50 € ● additional costs like lunches and dinners have to be paid by participants ● programme is in charge to fundraise <p>Company's experience/reputation</p> <ul style="list-style-type: none"> ● existing since 2012 	H H H M M M M H H M
International Summer Academy Mozarteum	http://www.summeracademy-mozarteum.at/	<p>Purpose:</p> <ul style="list-style-type: none"> ● master classical music classes for about one thousand young musicians from all over the world <p>Application:</p> <ul style="list-style-type: none"> ● for application it is necessary to submit an informative video 	M M

		<p>performing a music piece and state the repertoire to concentrate on during the course</p> <ul style="list-style-type: none"> ● students have to prebook teaching units with teacher (at least 4 in one week or 5 in 2 weeks) <p>Target Group:</p> <ul style="list-style-type: none"> ● Students from all over the world <p>Programme/Teaching:</p> <ul style="list-style-type: none"> ● over 80 master-classes ● additionally, symposia, workshops and concerts are held ● master classes for singing and classical instruments (violins, organs, flute, oboe, guitar, etc.) ● language: English ● participants receive individual teaching from lecturer ● participation diploma at the end <p>Concerts:</p> <ul style="list-style-type: none"> ● course participation includes possibility to perform in concerts ● different concerts: workshop concerts, academy concerts and prize-winner's concerts ● teacher select students that can perform <p>International Experience/Exchange:</p> <ul style="list-style-type: none"> ● no further exchange programmes ● accommodation has to be booked by oneself <p>Length and Time</p> <ul style="list-style-type: none"> ● 3 x 13 days in July and August <p>Location</p> <ul style="list-style-type: none"> ● in the buildings of Mozarteum Foundation and Mozarteum University, Salzburg <p>Costs</p> <ul style="list-style-type: none"> ● registration fee: 170€, application fee: 220€, master classes: between 220€ and 1600€, additional courses: between 120€ and 270€ ● extra costs for accommodation that has to be booked by oneself <p>Company's experience/reputation:</p> <ul style="list-style-type: none"> ● founded in 1916 	M M M L M M L H
International Music Summer Academy of the mdw – University of Music and Performing Arts Vienna	https://www.isa-music.org/?PageId=5285	<p>Purpose:</p> <ul style="list-style-type: none"> ● giving more than 300 participants from 40 different nations receive training geared to highly advanced and talented musicians at master classes taught by high-calibre instructors. <p>Application:</p> <ul style="list-style-type: none"> ● Applicants must send two demo recordings, letter of recommendation and photo <p>Target Group:</p> <ul style="list-style-type: none"> ● Postgraduate students or highly advanced undergraduates with performing experience from all over the world <p>Programme/Teaching:</p> <ul style="list-style-type: none"> ● two-week master classes with leading artistic personalities ● classes: instrumental classes (solo), Chamber Music, Composition, Contemporary Music, Voice <p>Concerts:</p> <ul style="list-style-type: none"> ● The isa Festival is the presentation platform for all isa participants and an opportunity to perform in public. ● The participants will have the opportunity to win awards for an 	M H H M H

		<p>outstanding interpretation of a work. These competitions (course-specific and overall) will take place as part of the concerts and auditions during the second week.</p> <p>International Experience/Exchange:</p> <ul style="list-style-type: none"> ● meeting more than 300 participants from 40 different nations ● students sleep together in rooms with two or more beds <p>Length and Time</p> <ul style="list-style-type: none"> ● two weeks in August <p>Location</p> <ul style="list-style-type: none"> ● University of Music and Performing Arts in the Semmering-Reichenau/Rax region, located around 100 km south of Vienna <p>Costs</p> <ul style="list-style-type: none"> ● Application fee: 150€ Course fee: Instrumental (solo): €545, Chamber Music: € 445 (per person), Composition: €390, Contemporary Music: € 250, Voice: € 650, Accommodation fee: € 595 ● Application for a partial scholarship (€ 500 max.) is possible <p>Company's experience/reputation:</p> <ul style="list-style-type: none"> ● 1991 	<p>M</p> <p>H</p> <p>M</p> <p>L</p> <p>H</p>
European Youth Music Week	https://www.european.youthmusic.org/	<p>Purpose:</p> <ul style="list-style-type: none"> ● programme offers classes as a chance to play great symphonic and chamber repertoire with like-minded people ● promoting international friendship through high level music making and social activities <p>Application:</p> <ul style="list-style-type: none"> ● to apply, the students only have to fill out a online form giving name, address, instrument, class preferences ● Places are issued on a first-come first-served basis, subject to the applicant being the correct standard <p>Target Group:</p> <ul style="list-style-type: none"> ● advanced young instrumentalists aged 16 to 26 from European countries <p>Programme/Teaching:</p> <ul style="list-style-type: none"> ● classes for orchestra, choir, chamber orchestra, strings, wind, brass, percussion <p>Concerts:</p> <ul style="list-style-type: none"> ● Final Concert and Chamber Concert evening are where participants are encouraged to showcase the music they have prepared during the course ● in the concerts, students can perform a movement of standard classical repertoire, or their own composition or improvisation <p>Additional Experience/Exchange:</p> <ul style="list-style-type: none"> ● programme includes evening social activities and trips ● no information about accommodation <p>Length and Time</p> <ul style="list-style-type: none"> ● One week from end of July until beginning of August <p>Location</p> <ul style="list-style-type: none"> ● the programme will be held in the Netherlands in 2019, although usually alternates between venues in England and Germany ● Akoesticum, 1 hour away from Amsterdam <p>Costs</p> <ul style="list-style-type: none"> ● travelling costs have to be paid by the participants 	<p>M</p> <p>L</p> <p>H</p> <p>M</p> <p>H</p> <p>H</p> <p>L</p> <p>H</p> <p>M</p>

		<ul style="list-style-type: none"> ● full course: 445€ (including accommodation, meals, snacks, musical activities and rehearsals, evening social activities, trips) <p>Company's experience/reputation:</p> <ul style="list-style-type: none"> ● since 1978 	H
International Summer Music Course - Llandoverly College Carmarthenshire	https://www.lmfl.org.uk/	<p>Purpose:</p> <ul style="list-style-type: none"> ● training in both music and foreign languages ● A specialised, intensive Music Course for young musicians preparing exams, auditions and competitions with some of the worlds best teachers. ● Preparing young instrumentalists for entrance audition for the Higher Musical Schools (Colleges, Universities). <p>Application:</p> <ul style="list-style-type: none"> ● Video recording and application form, foto <p>Target Group:</p> <ul style="list-style-type: none"> ● different age groups: 5.11, 13-17, 18+ from all over the world <p>Programme/Teaching:</p> <ul style="list-style-type: none"> ● possibility to attend pre-courses (language crabs courses + sporadic chamber/choir sessions) ● chamber and orchestra classes, individual master classes for selected advanced musicians, jazz course, choir, jazz vocal tuition, lyrical opera classes, vocal technique workshop, conducting classes, composition classes ● language classes (English, German, French, Spanish, Italian, Mandarin) <p>Concerts:</p> <ul style="list-style-type: none"> ● in the evenings teachers and advanced students give solo performances or chamber music concerts <p>International Experience/Exchange:</p> <ul style="list-style-type: none"> ● participants can either stay in dorm rooms or hotels/BnB's/etc. ● Evening activities only focused on concerts <p>Length and Time</p> <ul style="list-style-type: none"> ● precourse: 1 week in July previous to main course ● main course: 2 weeks in July <p>Location</p> <ul style="list-style-type: none"> ● Llandoverly College Carmarthenshire (Wales) UK <p>Costs</p> <ul style="list-style-type: none"> ● basic registration fees for pre + main course: 1010€, just for main course: 735€ ● group/ensemble courses: 200-250€ ● individual courses (10 classes x 55 min): 500-800€ ● extra costs for renting instruments ● group language courses (10-30h): 250-750€ ● individual language courses: (10-40h): 500-2000€ ● accommodation: pre+main course: 1015€, just main course: 727€ ● travel costs have to be paid by participants <p>Company's experience/reputation:</p> <ul style="list-style-type: none"> ● summer courses since August 1997 	<p>H</p> <p>M</p> <p>M</p> <p>H</p> <p>M</p> <p>M</p> <p>H</p> <p>M</p> <p>M</p> <p>H</p> <p>M</p> <p>L</p> <p>H</p>

Competitors European Capital of Culture

The programme of Timisoara 2021 is not secured yet which makes it unclear how many other events will take place in that year or on the day of our concerts. However, the amount of events in past Capitals of Culture can be analysed to get an idea of how many events will take place.

- Riga 2014: 488 projects (Fox & Rampton, 2015)
- Umea 2014: 1,054 events (Fox & Rampton, 2015)
- Mons 2015: 2,390 events (Fox & Rampton, 2016)
- Pilsen 2015: not applicable
- Wroclaw 2016: 424 separate projects (Fox & Rampton, 2017)
- San Sebastian 2016: 2,000 cultural events (Fox & Rampton, 2017)

Because there is only the number of projects and no specific amount of events stated in the reports of Riga 2014 and Wroclaw 2016, just the number of events in Umea 2014, Mons 2015 and San Sebastian 2016 will be considered for this evaluation. Thus, the European Capitals of Culture of the past years offered an average amount of 1,814 events during one calendar year which can be roughly expected the same way for the following years. However, this does not specify the competition the European Summer of Music's concerts will face in Timisoara 2021, because there is no clear overview of the programmes that will be offered yet, as mentioned previously.

<p>Strengths</p> <ul style="list-style-type: none"> - Unique programme meaning there is a lack of competitors. It is unique because: <ul style="list-style-type: none"> - it is fully-funded - it is EU-wide - it promotes personal development - of its cultural exchange element - of the involvement of host families - Strong, distinctive methodology. - Experienced and renowned teaching staff offering quality education. - “Travelling” programme structure attracts many new participants and audience every year - Strong network of sponsors/partners which provide visibility, finance and other amenities. - Pool of talented young musicians in the EU. - Partnership with Capital of Culture gives access to a wider audience as well as extra financial/logistical resources. - Most of ESOM’s operations can be planned and implemented online. - Fully-trained staff in risk management and working with young people. 	<p>Weaknesses</p> <ul style="list-style-type: none"> - As the program is only managed by 3 people, ESOM is limited in human resources, necessity to rely on volunteers - Working with host families brings many risks as there is no guarantee they are experienced in hosting international teenagers - Many possible risks working with young people - “Travelling” programme structure weakens ESOM as every year it has to face new venues and partners - ESOM has to rely on sponsors as the organization does not earn enough money to generate big profits. - As ESOM is a start-up, it can be considered having a lack of experience compared to its competitors. - ESOM requires a high amount of international travelling which sends out a lot of emissions.
<p>Opportunities</p> <ul style="list-style-type: none"> - EU provides an environment of stable politics as well as political/financial support in culture, especially because ESOM is in line with the EU’s objectives (New European Agenda for Culture 2018). - Working internationally in the EU is unrestricted due to the single market and the free movement of people, goods, services, and money - 63% of EU citizens are interested in participating in a cultural exchange - The European Capital of Culture attracts a high amount culturally interested people to Timisoara - Out of EU citizens interested in performing arts, most are interested in visiting concerts (37%) in comparison to theatre (32%), opera, ballet or dance (18%) - Out of all Europeans, 15% sing and 10% play an instrument - High interest in free cultural activities: 82% EU citizens would welcome free cultural access - High technological standards in EU - Unrestricted internet access abroad advantages working internationally: through no mobile roaming charges or same costs for international data, SMS, and phone calls. - 72% of all EU citizens used the internet daily → great opportunity to market online 	<p>Threats</p> <ul style="list-style-type: none"> - Limitations of European single market: <ul style="list-style-type: none"> - tax regulations and e-commerce services still differ in terms of rules, standards and practices - Romania is not part of the Schengen Agreement. - Romania uses Romanian Leu RON resulting in potential exchange problems with the Euro. - Living standards in Romania are second worst in EU - Rising threat of cybercrime - Technological devices, applications or services not completely compatible yet throughout the whole EU - Transport is one of the biggest challenges of the EU → new regulations to decrease them - Likely to lose concert audience to competitors and substitutes within the Capital of Culture offers

Annex No. 5

Market Size and Segments



As the European Summer of Music offers two main kinds of events that can be differentiated - the music programme itself, and the concert series and final concert during the programme - it is targeting two different main target markets, the participants and the concert audience.

Participants

The three-week music programme will be for teenagers of all genders and of the age between 16 and 18 from all EU member states. The teenagers attending the European Summer of Music programme will be highly interested in the field of music and will be talented singers or instrumental musicians from all sorts of music genres. Furthermore, they will be very open towards meeting people from around the continent.

The market size of this target segment can be approximately calculated considering the number of European citizens and their interests. Out of 512.4 Million EU inhabitants, there are 26.9 Million in the age between 15 and 19 as of 1st of January 2018 (Eurostat, 2019). According to the European Commission's survey (European Commission, 2007), out of all Europeans an amount of 15% is actively engaged in singing and 10% play a musical instrument. When applying this percentage to the relevant age group, it cuts the number down to approximately 6.7 Million teenagers. Additionally, the same survey identified that 63% of Europeans are interested in meeting people from other countries which accounts around 4.2 Million teenagers in Europe who could statistically be interested in attending the ESOM's programme.

Concert Audience

The concert audience target market can be divided into four target segments. The first one consists of people that are generally interested in the programme of the European Capital of Culture focussing on musical offers and liking exchange programmes. To anticipate the approximate size and the composition of this segment, it is beneficial to analyse the visitors of past Capitals of Culture. As evaluated in Annex 1, the average amount of event audience of the past years comes to 1.35 Million people a year that usually consisted of locals of the city, habitants from cities nearby and tourists (Fox & Rampton, 2016, Fox & Rampton, 2017). Thus, Timisoara 2021 can expect a similar amount and composition of event visitors. Dividing this amount of people by weeks, 77.9 Thousand visitors could be attending events during the three weeks programme period at the least, as in average more visitors can be expected during the summer months. As the European Commission's survey evaluated, 5% of people visit concerts multiple times a year and 41% of Europeans would like to support exchange programmes, it is possible to assume that that these people are potential visitors of ESOM's concerts (European Commission, 2007).

The second target segment consists of the concert audience that is specially interested in the participants and their productions due to knowing them personally. However, this segment is difficult to quantify. This could contain for example family members, friends, schools and the host families of the participants, as well as friends or families of the tutors, volunteers and partner/sponsor company employees that come from Timisoara. Furthermore, this segment could include citizens that were in direct contact to the participants during their fundraising or advertising challenges. This target segment is expected to visit the concerts either in person or to watch the online live streaming distribution that ESOM offers additionally.

As ESOM offers several tutor concerts and works with Rosalía as the ambassador, ESOM can also expect one target segment that is visiting the concerts for the reason to see these professional and internationally known musician. This target segment is not possible to quantify as well.

The third target segment is likewise difficult to quantify. It consists of the public that unintentionally come across ESOM's concerts due to the fact that those will take place at unusual venues. Thus, people could get attracted that have different interests connected to the venue or that are simply interested in the extraordinary alliance of the venue and a musical concert.

Application Process

- Contact schools, musical organisations, ministries of education with the aim that they promote the opportunity.
- Advertise project online: website, social media, online adverts, ECOC website
- Advertise project in Timisoara: flyers, posters, info stands
- Application period: 1st October - 30th November 2020
- Applications will be viewed by ESOM CEO and Music Consultant, applicants and waiting list will be chosen (*see evaluation criteria in Annex 8)
- Applicants will be contacted and asked to confirm participation
- If participation is not confirmed, applicants from the waiting list will be accepted
- Fundraising guidelines and kits will be sent out
- 50% fundraising deadline: applicants will have to send 50% of fundraised money by 10th of March 2021
- 100% fundraising deadline: applicants will have to send 100% of fundraised money by 30th of April 2021

Application Requirements

- Applicant has to be from the EU
- Applicant has to be between 16 and 18 during the time of the summer programme
- Applicant has to send the following documents:
 - o ESOM Application Form (*see form in Annex 7)
 - o Audition tape (*see criteria form in Annex 8)

Evaluation Process (for more details about the Application Evaluation see Annex 8)

- All documents and videos will be viewed by the ESOM CEO and Music Consultant following the Equal Opportunity Procedure detailed below.
- The 60 best applicants will be selected and put on a ranking list
- The first 40 will be accepted immediately, the remaining 20 will be on the waiting list and will be accepted in ascending order when previously accepted participants cancel/do not confirm participation

Equal Opportunities

In order to ensure that selection procedures are free from bias and/or discrimination, ESOM will implement objective processes as well as a quota system to ensure a fair representation of gender, nationality, ethnicity and background. The Music Consultant will assess the applicants suitability based solely on their ability and attitude. ESOM will ensure this by not sharing the personal details of the applicants with the Music Consultant. Following this pre-selection, ESOM will apply the quota procedure to ensure fair representation.



Application Form

1^oedition of ESOM
6th – 25th July 2021
application@esom.org



Personal details

Full Name: _____
Date of Birth (day/month/year): _____
Gender: _____
School: _____
Country: _____ City: _____
Address: _____ Number: _____
Post code: _____
E-mail: _____
Mobile number: _____

Musical background

Instrument(s) played _____
Grades/awards achieved: _____
Describe your passion for music: _____
Performance experience : _____

Reasons for application

Why do you want to apply for ESOM? _____
What excites you the most about ESOM? _____

References

Please provide two references. One should be a musical professional and the other a personal reference.

Reference One:

Full name: _____

Job Title: _____

Email: _____

Phone Number: _____

Reference Two:

Full name: _____

Job Title: _____

Email: _____

Phone Number: _____

- ★ Remember to read the specifications of the video audition you need to send us in our website <https://esom.org/videoaudition>
- ★ Remember! If you are selected, you will be asked to fundraise up to €400 in order to secure your place. Please visit www.esom.org/fundraising for more information.

 **Good luck!**

Please, send the application form to application@esom.org until **Monday 30 November 2020**. Late applications will not be accepted.

I declare that all the answers to this application are complete and accurate to the best of my knowledge including the information on my academic background. I have been informed on the regulations of admittance to ESOM and on fundraising process. I am prepared to timely cover the amount In case of been admitted. I am warned that failure to report all the complete and accurate information will invalidate my application and my result in invalidity of a selection obtained if admitted

Date: ____ (day) _____ (month) _____ (year)

Signature _____



Annex No. 8

Application Evaluation

In order to be successful in the application process, applicants should be able to send evidence of how they meet the criteria listed below. Applicants will be judged by their application form and audition tape. There is a score system and applicants with the highest results will be accepted. The judging panel will be the ESOM CEO and the ESOM Music Consultant.

The criteria is the following:

1. Knowledge of technical musical language (e.g. type of figuration, compass, harmony or accidental alterations, location of musical phrases, cadences, dynamics and movement), ability to read notation and understanding of musical scores.
2. Interpret two contrasting musical pieces with instrument of preference. Difficulty of piece and interpretation will be assessed.
3. Relate and understand the different musical styles and their characteristics.
4. Basic knowledge of music computing.
5. Experience of improvisation and playing in an ensemble.

Criteria for the Audition Tape

- You must submit two contrasting pieces of music.
- Both videos must be between 3 - 4 minutes.
- You can perform your own composition or known-works.
- Improvisations are also accepted.
- Be creative, and show us your musical talent! 😊

Audition Tape Criteria		
Pitch	Accurate intonation	1 2 3 4 5
Time	Fluet with rhythmic character	1 2 3 4 5
Tone	Awareness of tonal control and sensitivity	1 2 3 4 5
Shape	Expressive musical shaping	1 2 3 4 5
Perfomance	Well-communicated and full of character	1 2 3 4 5

Applications form can be found [here](#). Please upload your audition tapes and information [here](#). If you have any questions, contact applications@esom.org. Good luck!

Annex No 9
Weekly Programme Plan

See Annex 10 for the Concert Plan template
See Annex 11 for the Session Plan template

Key	
	Music session
	Industry/Professional skills
	Social session



	8 am - 8.55 am	9 am - 9.55 am	10 am - 10.55am	11 am - 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	
WEEK ONE	Monday 6th	Arrival of administration staff in Timisoara - check in at apartment				First staff meeting - during lunch			Visit host homes							
	Tuesday 7th	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	
WEEK TWO	Monday 13th	Staff prepare hall Participants travel to hall	Welcome assembly/ icebreaker activities/general rules etc - led by staff		Social Activity - city treasure hunt - led by volunteers		Music 1.0 Group 1 & 2 Rehearsal of composition for final project		Music 1.0 Group 1 & 2 Rehearsal of composition for final project		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 Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions	Tidy up, review of activities and sign out	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 succesful 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 succesful concert - organise lunchtime concert on Sat	BREAK	MUSIC 1.1 Group 1: Compositing and performing music on a theme MUSIC 1.2 Group 2: Sharing our musical heritage	LUNCH	MUSIC 1.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions	BREAK	MUSIC 1.3 (cont.) Groups 1 & 2: Creation 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 succesful concert - organise lunchtime concert on Sat		Industry workshop 1.4 (cont.) Music production session - how to organise a succesful 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														

	8 am - 8.55 am	9 am - 9.25 am	9.30 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 - 5.15 pm	5.15 pm - 5.30 pm	5.30 - 6 pm	6pm - 7pm	7pm -8 pm	8 pm - 9 pm	10 pm onwards
WEEK THREE	Monday 13th	Staff prepare hall Participants travel to hall	Welcome assembly/ icebreaker activities/general rules etc - led by staff			Social Activity - led by volunteers		Music 2.0 Group 1 & 2 Rehearsal of composition for final project		Music 2.0 Group 1 & 2 Rehearsal of composition for final project		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 2.1 Group 1 & 2 (separate): What does "peace and conflict" mean to you activity 1.1 - led by staff/volunteers	BREAK	MUSIC 2.1 Group 1: Music theory class MUSIC 2.2 Group 2: Music harmony class/ improvisation	LUNCH	MUSIC 2.1 Group 2: Music theory class MUSIC 2.2 Group 1: Music harmony class/ improvisation	BREAK	MUSIC 2.3 Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions	Tidy up, review of activities and sign out	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, committees set up - led by staff	SOCIAL 2.2 Group 1 & 2 (separate): What does "peace & conflict" mean to you activity continued 2.1 - led by staff/volunteers -		MUSIC 2.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 2.1 Group 1: Music theory class MUSIC 2.2 Group 2: Music harmony class/ improvisation		Industry workshop 2.1 Marketing & Communications music industry		Participants travel to host homes Staff/tutor/volunteer review	Staff, volunteers, participants travel to community concert	Community Concert 3	
	Thursday 16th	Staff prepare hall Participants travel to hall	Welcome, warmer activities, committees set up - led by staff	Industry workshop 2.2 Music production session - how to organise a successful concert - organise lunchtime concert on Sat		MUSIC 2.1 Group 2: Music theory class MUSIC 2.2 Group 1: Music harmony class/ improvisation		MUSIC 2.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 2.3 (cont.) Groups 1 & 2: Creation 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, chose theme for next week - led by staff	Industry workshop 2.3 Marketing & Communications - music industry		Industry workshop 2.4 (cont.) Music production session - how to organise a successful concert - organise lunchtime concert on Sat		MUSIC 2.4 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 2.4 (cont.) Groups 1 & 2: Creation Session - rehearsal for the concert		Participants travel to host homes Staff/tutor/volunteer review		Evening at leisure or social activity Led by staff	
	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													

	8 am - 8.55 am	9 am - 9.25 am	9.30 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 - 5.15 pm	5.15 pm - 5.30 pm	5.30 - 6 pm	6pm - 7pm	7pm -8 pm	8 pm - 9 pm	10 pm onwards
WEEK FOUR	Monday 13th	Staff prepare hall Participants travel to hall	Welcome assembly/ icebreaker activities/general rules etc - led by staff			Social Activity - led by volunteers		Music 3.0 Group 1 & 2 Rehearsal of composition for final project		Music 3.0 Group 1 & 2 Rehearsal of composition for final project		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 3.1 Group 1 & 2 (separate): Working on the theme	BREAK	MUSIC 3.1 Group 1: Orchestral workshop MUSIC 3.2 Group 2: Jazz workshop	LUNCH	MUSIC 3.1 Group 2: Orchestral workshop MUSIC 3.2 Group 3: Jazz workshop	BREAK	MUSIC 3.3 Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions	Tidy up, review of activities and sign out	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, committees set up - led by staff	SOCIAL 3.2 Group 1 & 2 (separate): Working on the theme		MUSIC 3.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 3.1 Group 1: Orchestral workshop MUSIC 3.2 Group 2: Jazz workshop		Industry workshop 3.1 Music Production - Preparing for final concert		Participants travel to host homes Staff/tutor/volunteer review		Evening spent at host home Staff/tutors prepare for day 4	
	Thursday 16th	Staff prepare hall Participants travel to hall	Welcome, warmer activities, committees set up - led by staff	Industry workshop 3.1 Music Production - Preparing for final concert		MUSIC 3.1 Group 2: Orchestral workshop MUSIC 3.2 Group 3: Jazz workshop		MUSIC 3.3 (cont.) Groups 1 & 2: Creation Session - collaborate/compose on the themes from the previous sessions		MUSIC 3.3 (cont.) Groups 1 & 2: Creation 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, chose theme for next week - led by staff	Industry Talks 1 A Morning with Rosalia		Industry Talks 1.2 A Morning with Rosalia		MUSIC 3.4 (cont.) Groups 1 & 2: Creation Session - rehearsal for the concert		MUSIC 3.4 (cont.) Groups 1 & 2: Creation Session - rehearsal for the concert		Participants travel to host homes Staff/tutor/volunteer review		Evening at leisure or social activity Led by staff	
	Saturday 18th	Morning at host homes		Setting up for final concert						Final lunch with all staff/participants/volunteers/families etc			FINAL CONCERT + GRADUATION CEREMONY EVENT FOR FMAILIES		
	Sunday 18th	Return home/close down etc													

**Annex 10
Concert Plan**



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:

Annex No. 11
Session Plans



Name of session:
MUSIC SESSION 1.1 – COMPOSING ON A THEME

Date:
Tuesday 14th July 2021

Time:
11.30 am– 1 pm

Location:
Classroom 1

Materials required:

- 1 x whiteboard
- 12 x whiteboard markers
- 1 x pack of flipchart paper
- 1 x pack of A4 paper
- 1 x pack of manuscript paper
- 2 x laptops
- 1 x staff camera for photos/videos
- 1 x projector/computer

Staff responsibilities:

Tutor one

- Lead the session
- Provide guidance throughout

Volunteer one

- Assist the tutor throughout the session
- Set up/tidy the room
- Take the attendance list
- Pick up the materials

Volunteer two

- Assist the tutor throughout the session
- Set up/tidy the room
- Take the attendance list
- Pick up the materials
-

Session plan: 1 hours 30 mins

Warmer (10minutes):

- Play the ninja game (see warmer activity booklet)

Main activities:

- 45-minute lecture (including examples) - Form, Variation and Development
- Chord progression activities
- Break
- Break into groups – 30-minute challenge! – compose music on a theme

Reflection:

- Perform the 30 minute challenge compositions

Important contact numbers:

Emergency services: 999
ESOM emergency/advice number: 12345678
University maintenance number: 12345678

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: 10th March at 5 pm
Your 100% deadline is: 30th 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

T: +34163462389

Good luck!

Annex No. 13
Health and Safety Plan



Commitment to Health and Safety

ESOM is committed to providing and maintaining a safe and healthy working environment for its employees, participants, and all people using our premises as a workplace.

To ensure a safe and healthy environment, ESOM has developed a health and safety management system. Specifically, management will:

- Set health and safety objectives and performance criteria for all work areas
- Actively encourage the accurate and timely reporting and recording of all incidents and injuries
- Actively encourage participants to report any pain or discomfort.
- Identify all existing and new hazards and take all practicable steps to eliminate, isolate or minimise the exposure to significant hazards
- Encourage employee consultation and participation in all matters relating to health and safety
- Promote a system of continuous improvement – this includes reviewing policies and procedures each year

Every member of the staff is expected to share in this commitment to health and safety in the ESOM program by:

- Reporting any pain or discomfort early on from the participants
- Ensuring all incidents, injuries and hazards are reported to the appropriate person.

The health and safety plan includes senior management representative and is responsible for implementing, monitoring, reviewing and planning health and safety policies, systems and practices.

Safety Expectations

ESOM has very clear health and safety expectations for all members of staff and participants and clear processes to follow when these expectations are breached.

Our health and safety expectations from the staff and participants are:

- Ensure that their actions or inactions do not cause harm to themselves or others
- Report hazards
- Report all accidents, incidents and near misses.
- Report any discomfort of pain

Emergency Plan

ESOM has identified the types of emergencies that could affect our program, and developed an emergency plan and procedures to deal with them.

ESOM's emergency plan identifies all potential emergency situations and the required responses for each. Here's the checklist we used to develop our emergency plan:

Emergency plan content	
A procedure for each emergency identified	<input type="checkbox"/>
Identified who takes charge in each emergency situation	<input type="checkbox"/>
Processes to communicate an emergency to the team	<input type="checkbox"/>
The services and official organisations to call for each emergency and their contact details	<input type="checkbox"/>
Specialised training that emergency response employees require to respond to emergencies. This includes refresher training	<input type="checkbox"/>
Training to all staff will require	<input type="checkbox"/>

Health and Safety Roles

The following staff have specific roles and responsibilities relating to health and safety.

Name	Duties
<p>Name: Veronica Intriago</p> <p>Position: Executive Manager</p>	<ul style="list-style-type: none"> • Sets health and safety plans/objectives • Initiates annual review • Consults with outside advisers • Trains supervisors/line managers • Prepares a training plan for staff every year • Reports serious injuries to the parents • Investigates accidents • Supervises and implements new procedures if is necessary • Carries out weekly inspections • Supervises host families every week • Trains staff in induction and safe work procedures • Completes accident records (accident register) • Supervise the safety environment around the places where ESOM will have free concerts • Ensures participants and staff have read information about visitor safety • Provides or sources specialist advice in health and safety matters • Co-ordinates health and safety reviews • Maintains the hazard register • Maintains accident records and statistical analysis • Attends monthly safety meetings

Annex No. 14
Risk Management Plan

	Risk Category	Risk Description	Probability	Impact	Prevention	Remedy
1		Participant falls ill	medium	high	<ul style="list-style-type: none"> - Ensure that that participants send a medical and autorisation form before programme starts - Ensure that all participants have EU health insurance - Review the medical file and check if they have their own medicine - Ensure catering and lunches meet allergy requirements - Ensure that staff has made first aid training - Ensure that host families are informed of medical information and have emergency contacts - Have a 24h emergency phone - Have a contact that can translate Romanian if necessary - Staff should always have stocked up first aid kits on them 	<ul style="list-style-type: none"> - Participant is accompanied to a medical clinic or hospital by member of staff and translator if necessary - Next of kin and host family are informed - Keep all medical papers the participant receives after medical visit
2	Participants	Child missing	medium	high	<ul style="list-style-type: none"> - Provide participants with information about the city, addresses of meeting points, programme buildings - Give participants staff cell phone numbers - Provide participants with information about their host family, including: their address, phone numbers and the public transport available to their house - Ensure to pick host families who live close to the centre with easy transport routes - Ensure that participants take phones with them all the time 	<ul style="list-style-type: none"> - Attempt to contact participant - Contact other participants for additional information - Contact host family - Check all meeting points - Contact emergency services - Inform all staff
3		Homesickness	medium	high	<ul style="list-style-type: none"> - Keep participants busy and distracted - Give the participants time and opportunities to contact their families - Plan social activities - Create a friendly environment between the participants - Create trust between staff and participants 	<ul style="list-style-type: none"> - Give participants the opportunity to talk about their personal issues with a member of staff - Contact family - If concern escalates, book emergency transport home
4		Venues cancel	low	high	<ul style="list-style-type: none"> - Have clear contracts under advice of lawyer - Agree with ECOG to support ESOM in case of emergency 	<ul style="list-style-type: none"> - Analyse other options - Contact ECOG/partners for Help
5	Operations	Instruments missing/broken	medium	low	<ul style="list-style-type: none"> - Give to the participants and teachers the adeo - Have insurance that covers loss or break - Provide storage 	<ul style="list-style-type: none"> - Contact local music departments to borrow new instrument - Contact police in case of suspected theft - Call insurance company - Call next of kin
6		Flights delayed/Cancelled	medium	low	<ul style="list-style-type: none"> - Have a complete itinerary of all the flights with the different details of each participant - Nominate one person of staff to pick up the participants - Identify meeting point in the airport 	<ul style="list-style-type: none"> - Communicate with participants to keep updated - Check flight statuses online - Book new flights if necessary - Contact insurance company

8	Market	Low audience numbers at concerts	low	medium	<ul style="list-style-type: none"> - Create and implement a strategic marketing and communications plan - Work alongside the ECOC marketing team - Work with the local tourist information 	<ul style="list-style-type: none"> - remove excess chairs if Possible
9	Financials	Participants do not reach the fundraising amount	medium	low	<ul style="list-style-type: none"> - Provide participants with detailed guidelines and fundraising pack - Offer individual support 	<ul style="list-style-type: none"> - ESOM will analyse the situation and decide whether to cover the remaining amount depending on the participant's efforts. - Give participants more time and resources to reach the fundraising goal.
		Not having enough funds to cover cost of future programmes	medium	high	<ul style="list-style-type: none"> - Confirm sponsorship at least one year before the programme - Sign detailed contracts under advice of lawyer - Maintain monitoring and evaluation of past programmes to convince future sponsors 	<ul style="list-style-type: none"> - Contact other funding entities
10	Partners	Fail to reach necessary local partners	medium	high	<ul style="list-style-type: none"> - Confirm partnership at least one year before the programme - Sign detailed contracts under advice of lawyer 	<ul style="list-style-type: none"> - Contact other possible Partners - Contact ECOC for partnership Advice - Adapt logistics plan
11	Programmes	Teaching staff cancel last minute	medium	high	<ul style="list-style-type: none"> - Confirm teaching agreements in advance - Sign detailed contracts under advice of lawyer 	<ul style="list-style-type: none"> - Look for local teaching staff

Annex No._15

ESOM Medical Form

This is your medical history form, to be completed prior to your first experience with ESOM. All information will be kept confidential. This information will be used for the benefit of your health in case we need to help you. Please take your time and complete it carefully and thoroughly, and then review it to be certain you have not left anything out. Your answers will help us design a comprehensive program that meets your individual needs.

If you have questions or concerns, we will help you with those after this form is completed. Do your best to complete the form. Your questions will be thoroughly addressed afterwards. It might be helpful for you to keep a written list of questions or concerns as you complete the medical history form, please fill the form with your legal guardian to be sure we have the information you all want to share.

PARTICIPANT DETAILS

Participant's name: _____ Date of birth: _____

Name of doctor: _____ Telephone number: _____

Medicare number: _____

Health conditions and other injuries

Are you subject to seizures/ epilepsy, fainting, diabetes, asthma, severe allergies/anaphylaxis
 heart problems including heart murmurs or any other condition that may affect his or her safety or ability to fully participate during the program

Do you have an injury or condition which is likely to be aggravated? Yes No

List/describe health conditions/injuries if applicable including any recent illness

If you answered “yes”, you may be required to provide an individual and emergency health plans to ESOM program so we and your host family will know how to take care of you.

Are you allergic to :

(Please tick)

Please give details:

Any food

Any insect stings

Any medications

Other

Emergency Contact

Parent/Legal

Guardian full name:

Address:

Postcode:

Telephone number: Home:

Work:

Mobile:

Email:

Medication

Parent/Legal guardian are requested to make arrangements with the executive manager of ESOM who is in charge for the safekeeping and handling of prescribed medications and equipment prior to the program.

Is your child presently taking tablets and/or other forms of prescribed medication?

Yes

No

If "yes", complete the **Authority to Administer Medication** form we will send you after this form

Does your child wear:

Glasses Contact lenses soft hard

prosthetics

Protective equipment - mouthguard orthotics

Other please specify: _____

Other information

Please provide any other information about your child which will enable the organisers of the excursion/extra activities to provide better care for your child. e.g. special dietary requirements, blood transfusions (i.e. medical/religious reasons)

Date: ____ (day) _____ (month) _____ (year)

Signature of participant

Signature of parent/legal guardian

From ESOM we thank you for your trust with this delicate information, we promise to take care of you. Enjoy the ESOM experience 😊

Annex No. 16
ESOM Job descriptions

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.

Job Title: Marketing and Fundraising Manager
Contract: Full time **Salary:** €1200/month
Job overview and responsibilities:

- Responsible for the planning and implementation of ESOM marketing and communication plans and budget.
- Oversees the “fundraising” department of ESOM.
 - Gives participants advice on how to fundraise.
 - Provides fundraising materials.
- Responsible for sponsor and partner events.
- Provides assistance during the summer programme.
- Oversees the volunteers during the programme.

Job Title: Volunteers
Contract: Voluntary (3 weeks plus 3 training days)
Job overview and responsibilities:

- Obligatory attendance at three-day training.
- Assist tutors during the sessions.
- Plan and deliver additional social activities for the participants.
- Assist participants in the “Challenges”
- Assist at concerts.
- Support staff with translation.

Job Title: Music Consultant
Contract: Freelance **Salary:** €40/hour
Job overview and responsibilities:

- Responsible for the selection process of the participants.
- Assists in the planning of the music activities during the programme:
 - Planning educational sessions
 - Choosing repertory

Job Title: Music Tutors
Contract: Freelance **Salary:** €700/week
Job overview and responsibilities:

- Assist in the planning of the musical education programme.
- Deliver sessions during the programme.
- Perform a one-hour programme of solo music.
- Encourage participants to develop creatively and professionally.
- Ensure the welfare of the participants.
- Create a fun and creative environment.

Job Title: Workshop Leaders
Contract: Freelance **Salary:** €40/hour
Job overview and responsibilities:

- Plan and deliver engaging workshop sessions for the participants.
- Support participants in their personal and professional development.

**Annex No. 17
Environmental Policy**



Motivation

The motivation behind the European Summer of Music's commitment to this environmental policy is due our recognition of the great implications travel has on the environment. As ESOM will rely on air travel, the project will ensure to implement all activities in an environmentally friendly manner and search for alternative travel options which reduce the organisation's carbon footprint.

Our environmental impacts/commitments

We are focused on compensating the impact of our air travel and venue use by committing to various environmentally friendly practices. Listed below are our key commitments to overcome some of the organisation's impacts on the environment.

Transport

- Where possible, ESOM will avoid booking flights for participants'/staff journeys.
- ESOM will collaborate with local/international public transport companies to offer participants free travel on public buses/trains/bikes, therefore avoiding unnecessary car travel.
- ESOM will ensure that all booked flights will include the CO2 emission charge.

Materials

- We will promote the use of emailing/whiteboards to avoid the overuse of paper.
- The participants will be gifted with reusable items, such as water bottles, and will be encouraged to use them throughout the programme.

Residences/venues

- ESOM offices will apply environmental and social considerations in their purchasing/office policies.

The policy and checklist will be monitored and evaluated throughout the year.

Approved and signed by,

Anna Wright, Laura Reich, Vero Intriago
Board of Directors
European Summer of Music

Environmental Policy Checklist

Instruction	Successful? Y/N?	Notes
Venues/accommodation should:		
make other users of the venue/accommodation aware of the environmentally-friendly methods available (perhaps with posters/advertisements on screens).		
actively encourage recycling and provide the facilities to do so.		
move data storage to a cloud-based system in order to reduce energy usage.		
apply environmental and social considerations in its purchasing policy, buying locally-produced products and emphasising a life-cycle analysis of all products (waste reduction, energy conservation, etc.).		
provide a training course for staff focused on environmental responsibilities and opportunities.		
meet guidelines for accessibility and be adapted for people with reduced mobility.		
encourage guests and staff to reduce water use, turn off lights and other energy-consuming devices and invited to walk.		
use energy-efficient light-bulbs and systems should be standard, and lighting should be set to the minimum level necessary for comfort, safety and accessibility. The use of natural light and ventilation should be promoted where possible.		
Travel and transport of goods/materials/instruments		
Participants and staff should avoid shipping materials that can be acquired locally.		
Staff should use public transport/car share/use an electric car where possible.		
Staff should provide participants with clear instruction and maps to get to host families/venues and encourage		

walking/cycling/public transport where possible.		
Staff will organise participants/staff/tutor travel arrangements and will always prioritise train/bus travel. When air travel is unavoidable, staff will book flights with CO2 emission charge.		
Participants should take public transport/car sharing to airport.		
ESOM will always try to partner with local public transport services in order to avoid host families driving participants to the venues.		
Participants will be encouraged to use walking-friendly instrument cases so that the use of large vehicles to transport instruments is avoided.		
Communication and event material		
Ask delegates about any specific accessibility requirements in advance of the event.		
Reduce, as much as possible, the use of paper in all communications with participants, in favour of electronic means.		
Set up an electronic registration system that allows participants to register as well as submit forms and pictures via email or through a web service.		
Recycle waste: bottles, cans, paper, etc.		
Ensure that the information on sustainability efforts is provided electronically prior to and after the meeting.		
Print only necessary material. Send relevant documentation by email beforehand (see above), and have either a small number of spare printed copies of documents at the registration desk or printing/copying facilities available for participants at the venue on a request-only basis.		

Provide participants access to Google Drive with all the programme material, to avoid printing.		
Participant bags/packs, banners, gifts and other relevant items should, as far as possible, be produced locally, using sustainably harvested organic or recycled material, and should be reusable. PVC should be avoided as well as products containing potentially harmful chemicals.		
If you choose to give out gifts at the events, encourage the purchase of useful giveaways such as travel mugs, aluminium water bottles, USB drives, and other such items that participants can reuse. Consider gifts that convey a green or socially responsible message, such as tree planted in the recipient's name or local artisanal products.		
Favour the use of daylight – plan the setting of the secretariat in a way that maximises the use of natural light: e.g., place working stations close to windows or coffee areas with natural light, etc.		
Turn off lights and equipment and switch off the multi-plug socket when not in use.		
All waste produced by the staff should be collected separately (e.g., paper, plastic, metal, organic). Provide bins for collection. This should include the separated items of used photocopier and printer cartridges and batteries.		
Ensure that any leftover materials are reused for other purposes.		

2020

	January	February	March	April	May	June	July	August	September	October	November	December
PROJECT			Initial contact council/venues/schools/university in Timisoara		Follow up contact council/school/university/venues in Timisoara for September visit	Confirm all plans for September visit	Start search for instrumental/vocal tutors	Advertise tutor position Confirmation of Timisoara itinerary	Visit to Timisoara Sign contracts for tutors	Open call for places	Open call for places	Application deadline
Social Media				Set up social media accounts	Build following - "Welcome to our accounts - keep up to date here"	Share posts and keep active	Introduce the ambassadors - short videos - one a week (slow release campaign)	Share posts and keep active	Celebrity/general public campaign "what does music mean to you?" Introduce tutors via short video campaign	Advertising over all social media channels "Open Call for Europe's new Youth Music Programme"	Advertising over all social media channels "Open Call for Europe's new Youth Music Programme"	12 days of christmas campaign - using tutors and ambassadors Deadline countdown
Press				Press release: arts professional magazines "New Europe Project secures Creative Europe funding"			Press release: arts professional magazines "European Summer of Music Secures Sponsorship/ambassadors from..."		Press conference in Timisoara with Capital of Culture team	Press release: arts professional magazines "Open call for young musicians..."		
Marketing	Develop brand image Design logo Set up website COMPLETE IN 2019					Design all printed materials (flyers, posters etc) -For future participants	Print and receive printed materials Develop mailing list and send first newsletter	Design for the online ad campaign	School and university visits and distribution of flyers/posters in Timisoara Meeting with City of Culture team to discuss joint marketing Prepare for ad campaign	Newsletter/email campaign Advertising Online - arts professional websites etc... (music teachers) Social media ad campaign Teaching magazines Design and send marketing material to Capital of Culture team	Continue advertising Newsletter/email follow up campaign : "One more week to apply!"	Design and print all fundraising and merchandising materials
Sponsorship/ambassadors			Start search for sponsors/ambassadors		Sponsor negotiation	Sponsor negotiation	Secure sponsors/ambassadors		Host event for sponsors following Romania trip			

	January	February	March	April	May	June	July	August
PROJECT	Invitations sent to successful participants - confirmations Fundraising begins	Confirmation of Timisoara itinerary	Visit to Timisoara for host families, volunteer call and establish links with local institutions Fundraising 50% deadline	Fundraising closes	2022 campaign starts	Last-minute preparation for project 2022 campaign continues	Summer school begins Prepare and close down event 2022 campaign continues	Close down of event 2022 campaign continues Reflection meeting
Social Media	Congrats post to successful applicants	Fundraising competition Participants introduction video (one a day)	Link with university social media accounts to announce call for volunteers	Share posts and keep active Fundraising stories	Share your favourite piece of music campaign - featuring support of ambassadors	One month countdown campaign	programme and each concert Cover the programme and concert series - videos, pictures, testimonials etc	"Thank you" post
Press	Press release about participants		Press release: for university comms: open call for volunteers			Press release: announcement of concert series TV/Radio interviews	Press conference and release: announcement of summer school and concert series TV/Radio interviews	Press release: "First year a success"
Marketing	Design and print volunteer/concert series flyers/posters		Information stand at the university - supply merchandising Distribution of printed materials for volunteers and other institutions Meeting with Capital of Culture marketing team to link social media accounts		Advertising Contact newspapers to secure ad slot for June/July Design ads	Distribution of printed materials for concert series Email campaign Advertising Social media ad campaign Newspaper adverts with concert listings Two weeks before -	Advertising Social media ad campaign Newspaper adverts with concert listings Guerilla marketing 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.
Sponsorship/ambassadors	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

Name	Contact Details	Our Benefit	Their Benefit
General Partners			
European Capital of Culture	Theresia Bastion 4 Martin Luther Street, Building B1, 1st floor, 300 054 Timisoara +40 769 060 490 contact@timisoara2021.ro	- reputation - visibility - access to audience - belonging to a platform of events - advertisement platform	- attraction of international audience - involvement of citizens of Timisoara - visibility in whole EU through school competitions, live streaming etc. - encourage cultural education of young Europeans
City Hall Timisoara	Nicolae Robu Bulevardul Constantin Diaconovici Loga 1, 300030 Timisoara Tel: +40 256 408 300 E-mail: primariatm@primariatm.ro	- advertisement platform - support - reputation - visibility - recognition	- attraction of international audience - involvement of citizens of Timisoara - visibility through school competitions - encourage cultural education of young people from Timisoara
Hotels and Restaurants			
Hotel Timisoara, Timisoara (4 Sterne)	Strada Marasesti 1-3 300086 Timisoara +40 256 498 852 office@hoteltimisoara.ro	- discounts on hotel rooms - advertisement platform	- reputation (- secured bookings) (- access to guest)
Victoria Hotel, Timisoara	Strada Lucian Blaga 3 300002 Timisoara +40 256 433 155 receptie@victoria-hotel.ro manager@victoria-hotel.ro	- discounts on hotel rooms - advertisement platform	- reputation (- secured bookings) (- access to guest)
Hotel Central Timisoara	Str Lenau 6 300029, Timisoara +40 256 490091 central@online.ro	- discounts on hotel rooms - advertisement platform	- reputation (- secured bookings) (- access to guest)
Biofresh Restaurant, Timisoara	Strada Francesco Griselini 2 300054 Timisoara +40 256 221 747 http://biofreshtm.ro/	- discounts - advertisement platform	- reputation - access to customers (families, tutors, etc.)
Timișoreana Restaurant, Timisoara	Piața Victoriei 2 300006 Timișoara +40 723 273 310	- discounts - advertisement platform	- reputation - access to customers (families, tutors, etc.)
Event Specialists			
“Prezent Sound” Event Technicians, Ghiroda	Strada Jules Verne 47, 307200 Ghiroda +40 745 602 161 contact@aiciprezent.ro http://aiciprezent.ro/	- secured cooperation during concert series (outside university) - costs discounts - advertisement platform	- advertisement platform - secured cooperation during concert series
“BGS - Divizia	Strada Bucovinei 63, Timișoara	- secured cooperation	- advertisement platform

De Securitate” Security Service	+40 758 251 725 office@bgs.ro http://bgs.ro/en/	during concert series (outside university) - costs discounts - advertisement platform	- secured cooperation during concert series
Nora Catering Service	Bulevardul Dâmbovița Nr. 40 (Zona Calea Șagului) - Timișoara +40 256218204 contact@restaurantnora.ro http://restaurantnora.ro/	- discounts - secured catering at events if needed - advertisement platform	- reputation - secured cooperation during events (if needed)
Concert/Rehearsal Venues			
West University of Timisoara	<u>Departament of Project Management</u> Sorina Pautu Bulevardul Vasile Pârvan 4 300223 Timișoara +40 256 592 113 sorina.pautu@e-uvt.ro <u>Faculty of Music and Theater</u> Piața Libertății 1 300077 Timișoara Tel: +40 256 592 654	- access to free practice rooms - access to volunteers (students) - possibility to borrow instruments (piano, etc.) - advertisement platform	- reputation - involved in international educational project - become known internationally - education of possible future students - present students can get involved
Sala Capitol	Bulevardul Constantin Diaconovici Loga 2, 300022, Timișoara +40 256 492521 filarmonicatm@gmail.com http://www.filarmonicabanatului.ro/	- access to free concert venue for final performance - capacity of 878 seats - advertisement platform - access to audience	- reputation - international visibility - advertisement platform - access to audience
Manufactura	Splaiul Tudor Vladimirescu 9 300195 Timișoara +40 722 892 356	- access to free concert venue for tutor concerts - advertisement platform - access to audience	- reputation - international visibility - advertisement platform - access to customers - profit through food and beverage sales
“Cinema City”	Strada Aristide Demetriade 1, Timișoara 300088, Rumänien +40 256 406 666 https://www.cinematicity.ro/	- access to free venue - access to audience - advertisement platform - fulfilment of objectives to make music accessible for everyone	- reputation - international visibility - advertisement platform - access to customers - profit through food and beverage sales
“Iulius Mall” Shopping Centre	Strada Aristide Demetriade 1, Timișoara 300088, +40 256 401 600 centrul.info@iuliusmall.com http://iuliusmall.com/timisoara/	- access to free venue - access to audience - advertisement platform - fulfilment of objectives to make music accessible for everyone	- reputation - international visibility - advertisement platform - access to customers
“Spitalul Clinic Județean de Urgență Timișoara”	Bulevardul Liviu Rebreanu 156, Timișoara 300723 +40 356 433 111 judetean@hosptm.ro https://www.hosptm.ro/	- access to free venue - access to audience - advertisement platform - fulfilment of objectives to make music accessible	- discounted tickets for mobile patients - leisure events and well being of mobile patients - reputation

Hospital		for everyone - contact point in case of emergency	
Other Partners			
Tourist Information Center, Timisoara	Strada Alba Iulia 2, 300077 Timișoara +40 256 437 973 infoturism@primariatm.ro http://www.timisoara-info.ro/	- touristic offers and organization of tours, etc. for leisure time of participants and for participant's family - advertisement platform	- reputation - access to customers - more international audience / tourists in city → more customers
“Școala Populară de Arte” Music School	Strada Emanoil Ungureanu 1 300079 Timișoara +40 256 435 158 ccaajt@ccaajt.ro https://ccaajt.ro	- possibility to borrow instruments - advertisement platform - access to future participants	- reputation - access to audience and children interested in music - advertisement platform

Sponsors

Sponsor	Reason for sponsoring	Our benefit	Their benefit
Societatea de Transport Public, Timisoara	- keeping emissions down and promoting public / emission-free transport	- free usage of city bikes “velo” for participants, volunteers, staff, tutors, ambassadors during the programme - free bus tickets during time in Timisoara - educational benefit for teenager on emission-free transport - lowering of transport emissions - advertisement platform in public transport	- reputation - advertisement - fulfilment of objectives - access to customers (families/host families of participants, concert audience) - sponsor-events - concert tickets
Eurail https://www.eurail.com/en/about-us/sponsored-and-branded-content	- vision: wants to make sustainable travel the only way to travel - helps to reduce the environmental impact of travels through Europe - supports European businesses with socially responsible values	- provision of free train passes - sponsored theme articles, advertising, brand activation - educational benefit for teenager on emission-free transport - lowering of transport emissions	- fulfilment of objections - access to young people - visibility in whole EU - reputation - sponsor-events - concert tickets for employees (as needed)
Help Alliance (charity of the Lufthansa Group) https://www.lufthansagroup.com/en/r	- focus is on the objective to bundle aid and social integration projects - intended to help young people in particular to access education and to enable them to lead self-determined lives - supports entrepreneurship	- financial donations - advertisement platform (discounts not possible)	- fulfilment of objectives - reputation - ensured costumers for transport of participants if possible - supports image of international connection - advertisement platform

responsibility/employees-society/corporate-citizenship/social-commitment.html	<ul style="list-style-type: none"> - projects are funded solely through donations 		<ul style="list-style-type: none"> - sponsor-events - concert tickets for employees (as needed)
<p>Fundación Banco Santander</p> <p>https://www.fundacionbancosantander.com/en/social-action</p>	<ul style="list-style-type: none"> - has a clear cultural, humanistic and scientific commitment - cultural sponsorship task following certain basic programming lines, amongst them to render art more accessible - Santander Ayuda, with the objective of collaborating with non-profit entities in the start-up of projects that contribute towards the improvement of the quality of life of vulnerable collectives - Santander Ayuda will pledge 400,000 Euros each year to a total of 80 social projects developed nationwide 	<ul style="list-style-type: none"> - financial donations - advertisement platform 	<ul style="list-style-type: none"> - fulfilment of objectives - reputation - visibility in whole EU - advertisement platform - sponsor-events - concert tickets for employees (as needed)
<p>Telecom</p> <p>https://www.telekom.com/en/company/details/moving-and-bringing-people-together-506576</p>	<ul style="list-style-type: none"> - aims to give people maximum access to music - initiatives in the German and international music scenes - supports international music community programmes. 	<ul style="list-style-type: none"> - discounts on staff phone contracts - advertisement platform - financial donations 	<ul style="list-style-type: none"> - fulfilment of objectives - reputation - visibility in whole EU - advertisement platform - ensured costumers - sponsor-events - concert tickets for employees
<p>Seat</p> <p>https://www.seat.de/ueber-seat/seat-sounds.html</p>	<ul style="list-style-type: none"> - with the motto "Seat Sounds" Seat claims to be everywhere where music is - as Seat is one of the youngest brands in its sector, it wants to be connected with young people - Seat supports other music festivals or projects such as Primavera Sound or Lollapalooza Berlin and Paris 	<ul style="list-style-type: none"> - advertisement platform - one free electric car during the time of the programme for staff and emergencies - financial donations - prestige through high quality car brand 	<ul style="list-style-type: none"> - reputation and visibility - alignment with motto - visibility for future costumers in the whole EU (teenagers nearly 18) - visibility for possible costumers in the whole EU (audience, host families, tutors, etc.) - sponsor-events - concert tickets for employees - advertisement platform
<p>Spreadshirt</p> <p>https://www.spreadshirt.es/</p>	<p>See "their benefit"</p>	<ul style="list-style-type: none"> - free merchandising products (except shipment) - advertising platform 	<ul style="list-style-type: none"> - reputation - visibility in whole EU - advertisement platform especially for young people - sponsor-events

Philips https://www.philips.com/a-w/about-philips/sponsorships.html	<ul style="list-style-type: none"> - likes to make the world better, not only through technology - believes in the therapeutic qualities of art, supporting diversity and difference - believes that life can get better through acknowledging each other's differences and embracing each other's uniqueness 	<ul style="list-style-type: none"> - financial donations - advertisement platforms 	<ul style="list-style-type: none"> - reputation - visibility in the whole EU, especially for the young people - sponsor-events - concert tickets for employees (as needed) - advertisement platform
Lidl https://verantwortung.lidl.ch/gesellschaft/spenden-und-sponsoring/	<ul style="list-style-type: none"> - active sponsor for schools, clubs, projects and cultural events - wants to promote healthy diets especially to children and teenager - wants to promote cultural diversity 	<ul style="list-style-type: none"> - free provisioning of fruit, water, juice and other healthy drinks and snacks for participants during rehearsals - discount coupons for host families - advertisement platform - financial donations 	<ul style="list-style-type: none"> - fulfilment of objectives - agreement to be supplier of catering company for concerts - reputation - ensured costumers - sponsor-events - concert tickets for employees - advertisement platform
European Cultural Foundation https://www.culturalfoundation.eu/	<ul style="list-style-type: none"> - aims to promote the values of the European community - "Culture is an invaluable resource for a positive future in Europe. The space where we understand how we can live together, understand our identities, and make it our home" 	<ul style="list-style-type: none"> - financial support - reputation - advertisement platform 	<ul style="list-style-type: none"> - fulfilment of objectives

Ambassador

Name	Description	Support
Rosalía Vila Tobella	<ul style="list-style-type: none"> - 25 year old musician from Catalunya - studied music ever since she is 10 years old - focuses on flamenco urbano / pop music - is growing internationally in popularity - aims to empower young people and women to grow personally 	<ul style="list-style-type: none"> - Rosalía will perform one of her songs together with the participants at the end of the Final Performance - she will support ESOM with social media campaigns - she will lead 2 workshops at the end of the three weeks

**Annex No. 20
Sponsorship Contract Template**



This agreement is made as of this **DATE**

Between: _____ (*Sponsor*)

_____ (*Sponsee*)

The parties have agreed to the following terms:

1. Sponsorship Period

1.1 The company (herein referred to as the 'sponsor') agrees to sponsor the society for the period between DATE and DATE.

1.2 This agreement can be renewed upon agreement of both parties. Or ESOM will give the sponsor first refusal for sponsorship in the following period.

1.3 It is agreed that at the time of renegotiation, the sponsee will automatically invite the sponsor to renegotiate the agreement.

2. Sponsorship Amount

2.1 The sponsor agrees to pay a sponsorship fee of €AMOUNT to ESOM, in return for the benefits laid out in this agreement.

2.2 ESOM will invoice the sponsor at the following address: ADDRESS. Or - The sponsor agrees to pay the above fee by bank transfer/ online payment by this DATE.

2.3 If the fee is not paid by this time ESOM has the right to delay all benefits until such time the fee is settled.

2.4 ESOM acknowledges and confirms that unless explicitly written in this agreement, the sponsor will not be liable for any additional cost other than the sponsorship fee.

3. The sponsee agrees to grant the sponsor the following sponsorship rights: (*List all benefits to sponsor, different with each sponsor*)

4. The sponsor agrees to provide: (*List all the provisions of the sponsor, different with each sponsor*)

5. Advertising opportunities

5.1 ESOM agrees to publish the sponsor's logo on its website. ESOM also agrees to add an informational page on its website about the sponsor.

5.2 ESOM will publish the sponsor's logo in every edition. It will also add information about the sponsor to its newsletters regularly; including on application deadlines, events coming up, and other information about us.

5.3 ESOM will use social media including blog, Facebook and Instagram to promote the sponsor through: publishing the sponsor's logo, providing a link to the sponsor's website, and advertising the sponsor's other events.

5.4 ESOM will print the sponsor's logo on all other marketing materials including marketing of society events, including on tickets, banners, flyers, posters and T-shirts (if applicable). Please note that for promotional material for society events the sponsor's logo cannot be larger than 4cm x 4cm for A4 and 8cm x 8cm for A3.

5.5 ESOM will accept and distribute the sponsor's marketing material: brochures/posters at all events. Both parties acknowledge, the sponsor acknowledges that the ESOM will be unable to distribute marketing materials at events organised by the society on campus, which cannot be promotional.

6. Where one party is unable to carry out its obligations under this agreement due to circumstances beyond its control or which it could not have prevented, those obligations are suspended whilst those circumstances continue, provided the other party is notified and the first party uses its best endeavors to overcome the circumstances preventing its obligations from being carried out.

7. Each party shall indemnify the other against any claims arising from any breach of the agreement by either party.

8. The terms and conditions of this agreement shall not be disclosed to any third parties without the prior written consent of both parties.

9. The rights of either party under this agreement shall not be transferable or assignable either in whole or in part.

Signed:

_____	_____
The sponsor	The sponsee
_____	_____
Title	Title
_____	_____
Date	Date

Annex No. 21
Checklist: Venue and Equipment Plan



As the European Summer of Music Programme is a travelling programme, the venue plan has to be adaptable to all cities where the programme will take place. Therefore, this Venue and Equipment Plan will list general requirements that each venue will have to contain.

	Requirements	Necessary to add if not available	Provided by ESOM
Programme building (preferably university)			
General	<input type="checkbox"/> Electricity and light <input type="checkbox"/> Sanitary facilities <input type="checkbox"/> Storage facilities <input type="checkbox"/> Health and safety requirements met <input type="checkbox"/> Emergency exit <input type="checkbox"/> WiFi		<input type="checkbox"/> Beverages <input type="checkbox"/> Lunch / snacks <input type="checkbox"/> First aid kits
Rehearsal rooms (ideally music department facilities)	<input type="checkbox"/> 1 room for a min. of 60 people <input type="checkbox"/> 2 rooms for up to 20 people <input type="checkbox"/> 5-7 small rooms for up to 10 people → Each room without fixed furniture <input type="checkbox"/> Power outlets in each room	<input type="checkbox"/> Min. 60 chairs <input type="checkbox"/> 10 tables <input type="checkbox"/> Min. 42 music stands <input type="checkbox"/> Additional light/lamps <input type="checkbox"/> 2 PA equipment sets (including amplifiers, microphones, speakers, etc.)	<input type="checkbox"/> Stationery <input type="checkbox"/> Borrowed instruments <input type="checkbox"/> 2 Laptops with Sibelius software
Seminar Rooms	<input type="checkbox"/> 2 rooms for up to 21 people → Each room without fixed furniture <input type="checkbox"/> Power outlets in each room	<input type="checkbox"/> Min. 42 chairs <input type="checkbox"/> 22 tables <input type="checkbox"/> Blackboard/whiteboard <input type="checkbox"/> Computer <input type="checkbox"/> Projector, screen	<input type="checkbox"/> Stationery
Concert Venues			
Concert Venue Final Performance	<input type="checkbox"/> Stage (capacity for min. 47 musicians with stands and instruments) <input type="checkbox"/> Hall capacity for min. 800 <input type="checkbox"/> Backstage area with changing rooms <input type="checkbox"/> Entrance Area/Lobby <input type="checkbox"/> Separate room for 7 sponsors' reception/after	Stage: <input type="checkbox"/> Adaptable lightning <input type="checkbox"/> Adaptable sound system <input type="checkbox"/> Min. 47 chairs <input type="checkbox"/> Min. 47 music stands <input type="checkbox"/> Min. 47 music stand lights (if necessary) <input type="checkbox"/> 1 conductor platform <input type="checkbox"/> 1 PA equipment set	<input type="checkbox"/> Borrowed instruments <input type="checkbox"/> Video camera for live stream <input type="checkbox"/> Cerevo LiveShell 2 Portable Encoder <input type="checkbox"/> Backstage beverages <input type="checkbox"/> Marketing materials <input type="checkbox"/> Box office equipment

	<p>party</p> <ul style="list-style-type: none"> <input type="checkbox"/> Electricity <input type="checkbox"/> Power outlets on stage <input type="checkbox"/> Sanitary facilities <input type="checkbox"/> Storage facilities <input type="checkbox"/> WiFi <input type="checkbox"/> Health and safety requirements met <input type="checkbox"/> Emergency exits 	<p>(including amplifiers, microphones, speakers, etc.)</p> <ul style="list-style-type: none"> <input type="checkbox"/> Radios (if necessary) <p>Hall:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Min. 800 seats for audience (in rows) <p>Lobby:</p> <ul style="list-style-type: none"> <input type="checkbox"/> 2 tables for ticket sales <input type="checkbox"/> Bar <input type="checkbox"/> High tables for audience catering <p>Reception/after party room:</p> <ul style="list-style-type: none"> <input type="checkbox"/> High tables <input type="checkbox"/> Microphone 	<ul style="list-style-type: none"> <input type="checkbox"/> Concert programmes <input type="checkbox"/> Health binder of participants <input type="checkbox"/> First aid kits <input type="checkbox"/> Itinerary <input type="checkbox"/> Stationery
<p>Concert Venue Tutor Concert</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Closed room <input type="checkbox"/> Room capacity for an audience of min. 100 people <input type="checkbox"/> Clear entrance and exit <input type="checkbox"/> Electricity <input type="checkbox"/> Adequate light <input type="checkbox"/> Power outlets <input type="checkbox"/> Sanitary facilities <input type="checkbox"/> Health and safety requirements fulfilled <input type="checkbox"/> Emergency exit 	<p>Stage:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Adaptable sound system <input type="checkbox"/> Chairs as required <input type="checkbox"/> Music stands (as required) <input type="checkbox"/> Microphones (as required) <input type="checkbox"/> Music stand lights (if necessary) <input type="checkbox"/> 1 PA equipment set (including amplifiers, microphones, speakers, etc.) <p>Hall:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Chairs and/or high tables <input type="checkbox"/> 2 tables for ticket sales 	<ul style="list-style-type: none"> <input type="checkbox"/> Backstage beverages <input type="checkbox"/> First aid kit <input type="checkbox"/> Marketing materials <input type="checkbox"/> Box office equipment <input type="checkbox"/> Concert programmes <input type="checkbox"/> Itinerary <input type="checkbox"/> Stationery
<p>Pop-up Concert Venue (public spaces, see list below)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Licence 	<ul style="list-style-type: none"> <input type="checkbox"/> Chairs as required <input type="checkbox"/> Music stands (as required) <input type="checkbox"/> PA equipment set (as required) 	<ul style="list-style-type: none"> <input type="checkbox"/> Beverages <input type="checkbox"/> First aid kit <input type="checkbox"/> Marketing materials <input type="checkbox"/> Itinerary <input type="checkbox"/> Stationery
<p>Community Concert Venue (see list below)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Partnership with venues 	<ul style="list-style-type: none"> <input type="checkbox"/> Chairs as required <input type="checkbox"/> Music stands (as required) <input type="checkbox"/> PA equipment set (as required) 	<ul style="list-style-type: none"> <input type="checkbox"/> First aid kit <input type="checkbox"/> Marketing materials <input type="checkbox"/> Stationery

Annex No. 22**Set-up Costs****Set-up costs (1 July 2019 – 31 December 2019)****Setting up the business**

Accountant's fees	375,00 €
Solicitor's fees	820,00 €
Business registration	0,00 €
Domain name registration	15,00 €

Setting up the premises

Coworking space rent	300,00 €
Fitout	0,00 €
Utility bonds and connection	0,00 €
Stationery and office supplies	100,00 €

Plant and equipment

Telecommunications	600,00 €
Website	400,00 €
Kaspersky Total Security	99,95 €
Office 365	51,31 €
Sibelius Music Notation Software	218,00 €
Zendesk Ticketing System	89,00 €
Video Camera	60,00 €
Cerevo LiveShell 2 Portable Encoder	289,00 €

Starting operations

Advertising and promotion	0,00 €
Raw materials and supplies	0,00 €
Working capital	400,00 €
Additional costs	200,00 €

Start-up capital

Equity investment	31.200,00 €
Borrowings	0,00 €
Donations	20.000,00 €
Total	51.200,00 €

The result

Total set-up costs	4.017,26 €
Surplus funds	47.182,74 €

Annex No. 23
Revenue and Expenses

Expenses 2021

Item	Value	Months/ Times	Total	Notes
General Administration				
Coworking Space Rent	50,00 €	12	600,00 €	
Phone Bills	30,00 €	12	360,00 €	discounted phone contracts, see more sponsorship details in Annex 19
Company Insurance	33,00 €	12	396,00 €	
Stationary	300,00 €	1	300,00 €	
TOTAL			1.656,00 €	
Working Compensation				
Staff	1.800,00 €	3	5.400,00 €	Jan-Mach part-time = 600€ each (3 people)
	3.600,00 €	9	32.400,00 €	April-Dec full-time = 1200€ each (3 people)
Music Consultant (Freelancer)	40,00 €	15	600,00 €	
Accountant (Freelancer)	60,00 €	4	240,00 €	
Lawyer/Solicitor (Freelancer)	60,00 €	4	240,00 €	
Translator (Freelancer)	30,00 €	1	30,00 €	
TOTAL			38.910,00 €	
Marketing Costs				
Video Editing – Social Media Campaigns	75,00 €	1	75,00 €	
Mailchimp	50,00 €	6	300,00 €	starting from July 2020
Press Conferences	300,00 €	1	300,00 €	
Sponsor's Events	800,00 €	1	800,00 €	
Social Media/YouTube Ads	900,00 €	1	900,00 €	
Printing Flyers/Posters	20,00 €	1	20,00 €	only shipment costs, see more sponsorship details in Annex 19
Fundraising/Merchandizing Materials	60,00 €	1	60,00 €	only shipment costs, see more sponsorship details in Annex 19
TOTAL			2.455,00 €	
Operations Costs (Programme Preparation)				
Accommodation in Timisoara	40,00 €	7	280,00 €	for visit in September (1 week)
Staff Return Flights to Timisoara	200,00 €	3	600,00 €	
Staff Transportation Costs in Timisoara	0,00 €	3	0,00 €	free bus passes + free uses of bikes, see more sponsorship details in Annex 19
Food and Beverage Costs for Staff	100,00 €	3	300,00 €	
Additional Costs in Timisoara	50,00 €	3	150,00 €	
Safe Guarding Training	300,00 €	3	900,00 €	
Risk Assessment Training	200,00 €	3	600,00 €	
First Aid Training	50,00 €	3	150,00 €	
Criminal Record Checks	72,00 €	1	72,00 €	
Environmental Training	60,00 €	1	60,00 €	
Dinner with Rosalia and Manager	300,00 €	1	300,00 €	
TOTAL			3.412,00 €	
TOTAL Expenses 2020			46.433,00 €	

Expenses 2021

Item	Value	Months/ Times	Total	Notes
General Administration				
Coworking Space Rent	50,00 €	12	600,00 €	
Phone Bills	30,00 €	12	360,00 €	discounted phone contracts, see more sponsorship details in Annex 19
Company Insurance	33,00 €	12	396,00 €	
Stationary	300,00 €	1	300,00 €	
Musical Instrument Insurance	450,00 €	1	450,00 €	
TOTAL			2.106,00 €	
Working Compensation				
Staff	4.200,00 €	12	50.400,00 €	
Accountant	60,00 €	8	480,00 €	
Lawyer/Solicitor	60,00 €	6	360,00 €	
Translator	30,00 €	2	60,00 €	
Photographer	35,00 €	10	350,00 €	
Music Tutors	700,00 €	6		
Workshop Leaders	240,00 €	3	720,00 €	
Rosalía	0,00 €	1	0,00 €	see more details about ambassador in Annex 19
Event Catering	400,00 €	1	400,00 €	only for Final Performance
Technicians Small Concerts	20,00 €	18	360,00 €	6 concerts, 3h each, 1 person, discounted prices, see more partnership detail in Annex 19
Technicians Final Performance	40,00 €	5	200,00 €	1 concert, 5h each, 2 people
Security Small Concerts	20,00 €	12	240,00 €	6 concerts, 2h each, 1 person
Security Final Performance	40,00 €	4	160,00 €	1 concert, 4h each, 2 people
Front House Staff (Volunteers/Participants)	0,00 €	7	0,00 €	
TOTAL			53.730,00 €	
Marketing Costs				
Video Editing – Social Media Campaigns	75,00 €	2	150,00 €	
Mailchimp	50,00 €	12	600,00 €	
Printing Flyers/Posters/Roll-ups	30,00 €	1	60,00 €	only shipment costs, see more sponsorship details in Annex 19
Fundraising/Merchandizing Materials	150,00 €	1	150,00 €	only shipment costs, see more sponsorship details in Annex 19
Send Fundraising/Merchandizing to Participations	10,00 €	40	400,00 €	
Press Conferences	300,00 €	1	300,00 €	
Sponsor's	1.300,00 €	1	1.300,00 €	
Sponsor's Invitations	50,00 €	1	50,00 €	
Newspaper Ads	1.000,00 €	1	1.000,00 €	
Google Ads	500,00 €	1	500,00 €	
Social Media Ads	600,00 €	1	600,00 €	
TOTAL			5.110,00 €	
Operations Costs (Programme Preparation)				
Accommodation in Timisoara (AirBnB)	35,00 €	7	245,00 €	for visit in March (1 week)
Staff Flights to Timisoara and back	220,00 €	3	660,00 €	(cheaper because in March)
Staff Transportation Costs in Timisoara	15,00 €	3	45,00 €	discounted bus passes + free uses of bikes, see more sponsorship details in Annex 19

Food and Beverage Costs for Staff	100,00 €	3	300,00 €	
Additional Costs in Timisoara	50,00 €	3	150,00 €	
First Aid Kit big	19,00 €	2	38,00 €	
TOTAL			1.438,00 €	
Operations Costs (During Programme)				
Staff Accommodation in Timisoara	40,00 €	35	1.400,00 €	5 weeks stay
Staff Return Flights to Timisoara	250,00 €	3	750,00 €	
Car Rental	0,00 €	1	0,00 €	car sponsored, electric, see more sponsorship details in Annex 19
Gas for Car	0,00 €	1	0,00 €	car sponsored, electric, see more sponsorship details in Annex 19
Food and Beverage Costs for Staff	350,00 €	3	1.050,00 €	free lunches, see more sponsorship details in Annex 19
Return Flights for Rosalía to Timisoara	300,00 €	1	300,00 €	
Accommodation for Rosalía in Timisoara	80,00 €	3	240,00 €	
Dinner with Rosalía	300,00 €	1	300,00 €	
Presents/Flowers for Rosalía	40,00 €	1	40,00 €	
Tutor's Return Flights to Timisoara	250,00 €	4	1.000,00 €	4 international tutors, 2 from Timisoara
Tutor's Accommodation	300,00 €	4	1.200,00 €	6 nights, 50€ for one tutor
Dinners with Tutors	200,00 €	3	600,00 €	every Sunday (6 tutors, 3 staff)
Transportation Costs in Timisoara for Teachers/Tutors	0,00 €	9	0,00 €	free bus passes + free uses of bikes, see more sponsorship details in Annex 19
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 €	Free Eurail train passes for participants from countries close by, see more sponsorship details in Annex 19
Costs for Emergency Flights	500,00 €	1	500,00 €	
Transportation Costs in Timisoara for Participants	0,00 €	40	0,00 €	free bus passes + free uses of bikes, see more sponsorship details in Annex 19
Lunches for Participants	0,00 €	40	0,00 €	free lunches, see more sponsoring details in Annex 19
Host Family Compensation	150,00 €	20	3.000,00 €	50€ a week for each family x 3 weeks
Transportation Costs in Timisoara for Volunteers	0,00 €	6	0,00 €	free bus passes + free uses of bikes, see more sponsorship details in Annex 19
Lunches for Volunteers	0,00 €	6	0,00 €	free lunches, see more sponsoring details in Annex 19
Presents for Volunteers	10,00 €	6	60,00 €	
Classroom Materials / Stationery	200,00 €	1	200,00 €	
Music Rights / Licenses	138,69 €	1	138,69 €	
Transport of Instruments	40,00 €	6	240,00 €	For 3 concerts, each 2 hours
Emergency Costs	500,00 €	1	500,00 €	
TOTAL			14.858,69 €	
TOTAL Expenses 2021			77.242,69 €	

Revenue

Item	Value	Months/ Times	Total	Notes
Capital				
Surplus Funds			47.182,74 €	see more details about set up costs in Annex 22
TOTAL			47.182,74 €	
Fundraising Income				
Fundraising of Participants	400,00 €	40	16.000,00 €	see fundraising guidelines in Annex 12
TOTAL			16.000,00 €	
Ticket Sales				
Ticket Sales Final Performance	15,00 €	378	5.670,00 €	Sala Capitol capacity 878 for students, OAP, unemployed people, people with disabilities
Discounted Tickets Final Performance	12,00 €	350	420,00 €	
Free Tickets Final Performance	0,00 €	150	0,00 €	
Tickets Sales Online Streaming	5,00 €	200	1.000,00 €	for sponsors, partners, etc
Ticket Sales Tutor Concerts	12,00 €	400	4.800,00 €	6 concerts, each 100 people
Discounted Ticket Sales Tutor Concerts	10,00 €	200	2.000,00 €	
TOTAL			13.890,00 €	
Sponsorship				
Help Alliance (charity of the Lufthansa Group)	15.000,00 €	1	15.000,00 €	see more sponsorship details in Annex 19
Fundación Banco Santander	10.000,00 €	1	10.000,00 €	
Telecom	12.000,00 €	1	12.000,00 €	
Seat	15.000,00 €	1	15.000,00 €	
Philips	8.000,00 €	1	8.000,00 €	
Lidl	8.000,00 €	1	8.000,00 €	
TOTAL			68.000,00 €	
Grants				
European Cultural Foundation			30.000,00 €	
TOTAL			30.000,00 €	
TOTAL REVENUE			175.072,74 €	

TOTALS

Total Expenses 2020			46.433,00 €	
Total Expenses 2021			77.242,69 €	
Total Revenue			175.072,74 €	
Profit			51.397,05 €	

Annex No. 24

Evaluation Surveys

Audience

Concert _____ Date _____

1. On a scale of 1 to 10 (10 being the best), please tell us what you thought of the concert.

- 1 2 3 4 5 6 7 8 9 10

2. What was your main reason for coming to the concert? Please tick all that apply.

- See the programme participants
- See the professional musicians
- Be part of the European Capital of Culture
- Experience the results of a musical exchange programme
- Experience a concert in this venue
- Other reason: _____

3. How did you hear about this concert? Please tick all that apply.

- European Capital of Culture programme listings or website
- European Summer of Music website
- Online advert
- Newspaper/radio advert
- Social Media
- Posters/Flyers
- Word of mouth
- Other _____

4. Where do you come from?

- Timisoara
- Elsewhere in Romania
- Outside of Romania
If so, which country? _____

5. How often do you attend concerts?

- I had never been to a concert before
- Less than once a year
- 2-5 times a year
- More than 5 times a year

6. Any comments you would like to make about the event and what we could have done better?

Participants

1. On a scale of 1 to 10 (10 being the best), please tell us what you thought of the programme.

- | | | | | | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

2. What did you like best about the programme?

3. What would you improve/add to the programme?

4. Would you recommend this programme to a friend?

- Yes
- No

5. How did you hear about this programme? Please tick all that apply.

- My school
- Social Media
- European Summer of Music website
- Online adverts
- Word of mouth
- Other _____

6. What country are you from?

My Personal and Professional Development Objectives

Theme	Musical activities (think about: your musical knowledge/skills)	Community integration (think about: living in a host home, getting to know a new community, eating new food, working with people from other cultures)	Personal and professional development (think about: confidence building, music industry knowledge, public speaking skills etc.)	Working in a team (think about: your team contribution, organising learning sessions, social activities, supporting other team members)
What I want to improve or learn?				
Why I think this is important to me?				
My Personal Development Objective (what is my goal in relation to this theme)				
What support I need to achieve this objective? (resources or people)				

Name: _____ Country: _____ Agree to share objectives (with ESOM staff): Y/N

<p>First review Review after the first week at the placement.</p> <ol style="list-style-type: none"> 1. What have you achieved so far? 2. What evidence do you have of your achievement? 3. What do you have left to complete? Do you need to make any changes to your objectives or create a new one? 				
<p>Second review Review at the end of the programme</p> <ol style="list-style-type: none"> 1. What have you achieved so far? 2. What evidence do you have of your achievement? 3. What do you have left to complete? Do you need to make any changes to your objectives or create a new one? 				

Name:

Country:

Agree to share objectives (with ESOM staff): Y/N

Annex No. 26
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