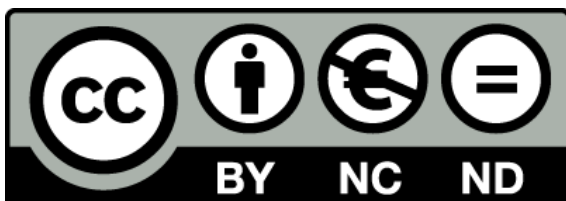

Treball Final de Màster - Annex

Títol:

Crossroads Productions

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CULTURAL PROJECT : MASTER'S DEGREE IN ARTS AND CULTURAL MANAGEMENT

ANNEX



CROSSROADS PRODUCTIONS

Germany - Italy - India

BASIL POULOSE
ILENIA PENNACCHIO
CASSANDRA DÜRBECK

2020

TUTOR: CHRISTOPH PASOUR

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ANNEX 1: THE LAUNCH FILM

Crossroads Productions core mission is to represent impactful stories of progress, inclusion, entrepreneurship and sustainability in the world. For the same, we associate with NGOs and responsible corporates to share stories of socio economic and cultural

When Crossroads Productions evolves as a legal entity with presence in Germany, Italy and India, we will initiate efforts to produce stories of our clients and partners collaboration in interesting formats like documentaries, short videos and campaign films.

Our debut attempt will be a short feature length, telling the story of cultural entrepreneurship business collaborations in Germany, Italy or India. We have identified three NGO and socio-cultural entrepreneurship partners, each in one of the above-mentioned countries, who have been constantly involved in creating sustainable businesses and representing socio economic and cultural fabric of the region. Promoting traditional cultural practices, creating sustainable production mechanism, creating employment opportunities, representing communities and networks are few of the prime objectives of the entrepreneurship partners who we wish to associate with us.

Creating a common thread of sustainable cultural entrepreneurship, we at Crossroads Productions decided to create our first project film in association with one of these partners.

The next stage was to create a funding network for these entrepreneurship businesses and in turn a viable film and communication project for us. As the core mission of the company our communication agency believes in partnering with 'responsible corporates' to provide the right financial and market expertise to the entrepreneurship partners and also to curate a long lasting and impactful cultural project.

The responsible corporates who have the similar mission and vision that of the NGOs, entrepreneurs and Crossroads Productions will be the key players in providing the right impetus to the project and provide the funding, technical support, market presence and business development. As part of the mutual partnership, the project film will create the right visibility and presence for the 'responsible corporate' partner.

Below we have tried to describe in brief the cultural business partners and the corporate associates for the above-mentioned project and film.

Germany	Italy	India
 <p data-bbox="204 499 584 577">NEYO. Fashion made in Nepal.</p>		 <p data-bbox="1018 432 1398 618">Timbaktu – Underprivileged women creating magic through sustainable weaves and textile project.</p>

1.2 Neyo. Fashion made in Nepal

Neyo. is a small label that offers cashmere sweaters, scarves and cardigans worldwide founded in Aachen, Germany by Ineke Frohnhofen. Neyo. was created to give the man and women in Nepal a work, with which they can support their family. A work which gives them the opportunity to have a house and food on their table. Which gives them an opportunity to be treated well, with respect and according to human rights.

The hand-forged ring, which is the Trademark of Neyo., that is sewn onto each piece symbolizes the responsibility that Neyo. takes on. The ring stands for sustainability and for the fact that we are all part of a cycle. The ring is a promise to customer, suppliers and buyers that everything is handled fair trade and every worker has the same rights and gets paid well.

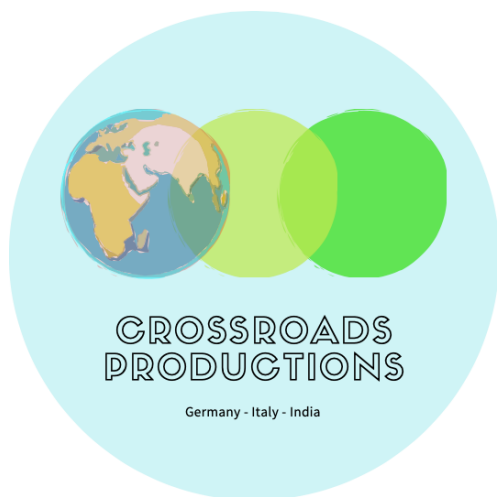
As a small label, it is impossible to know every goatherd. But Neyo. takes care that everything goes according to the human rights, they choose their partners carefully, ask critical questions and cultivate long-term relationships to suppliers and producers.

The ring on each garment is a symbol to the outside and a commitment to the inside. That is what Neyo. has stood for from the beginning: That everyone is doing well.

With their values and their mission, Nero corresponds to ours. We, the team of Crossroads Production, believe that Neyo., with the help of our content, a well elaborated communication plan, can expand worldwide and especially in Germany and thus support more people in Nepal. We, the team of Crossroads Productions, believe that Neyo., with the help of our content, a well elaborated communication plan, can expand worldwide and especially in Germany and thus support more people in Nepal. With the help of social media and a well-designed website as well as photos and video material, Nero can be marketed to reach customers and producers.

With our help, the traditional way of producing cashmere in the Himalayas can be maintained, preserving a part of the culture of this part of the world. We would like to show the products, which are a sign of two cultures combined into one, worldwide and make people aware of the work of men and women in Nepal.

The Collaboration - Germany



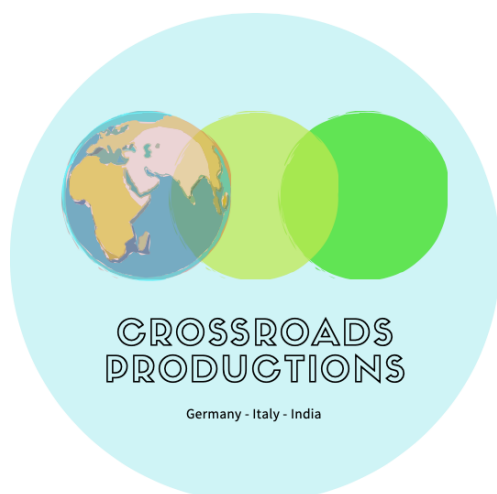
1.2 The Timbaktu Collective

The Timbaktu Bhawani project is aimed to employ underprivileged women from the community to practice sustainable textile (saree) making methodologies. They are successfully creating hand woven fabric of great quality and commercial value.

Taj group as part of one of their CSR initiatives focuses on promoting the production of custom-made hand-woven sarees for their staff and commercial sale. The idea is to support

indigenous and sustainable weaving and textile practices and promoting such products. This is an ideal prospect for mutual collaboration and CSR support. An effective project can be collaborated where Taj group can partner with already developed Timbaktu initiative to further expand its handmade weaving initiative. Such collaborations will go a long way in promoting sustainable business and social entrepreneurships.

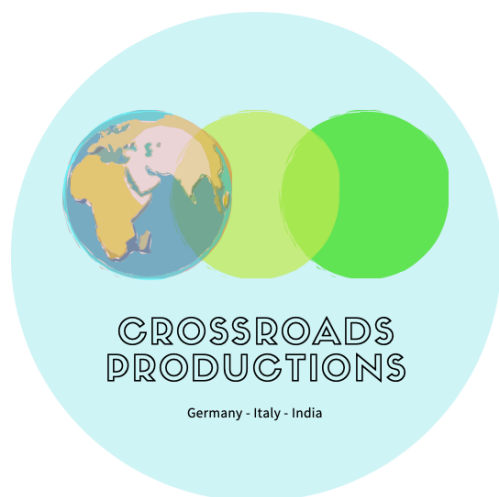
The Collaboration - India



1.3 Manusa - Refashion Factory

Manusa in Sanskrit means 'Human Being'. It is a social entrepreneurship cooperative born in 2012 to combine the recovery of textile craftsmanship with ethical and social values across Italy. The business project of Manusa has been based since its inception on the concept of 'circular economy' through the recovery of textile craft techniques typical of the area, such as knitting, embroidery, and mending together with the recovery of waste materials of the textile sector, creating products with a contemporary design that tell the story of social redemption, creative research and honest quality. The cooperative is not just revising sustainable textile practices, but also provide entrepreneurial opportunities for people in the communities.

The Collaboration - Italy



1.4 Development Plan: Launch Film

The development of the launch film project depends entirely on the timelines and actions plans for preproduction, production and postproduction of the film.

Pre-Production Phase:

- Research on the three NGO partners and corporate collaborators from Germany, India and Italy. Logging content and data relevant to the documentary film.
- Creating a pitch document and a pitch teaser for funding meetings with the corporate partners.
- Pitch meetings and budget discussions with corporate partners.
- Final budgeting and financial plan for the production of the documentary.
- Final scripting with shot breakdowns
- Identifying shoot locations, interviewers and shot dates.
- Extensive shoot location hunting by the local offices in three countries

- Shoot schedule to be finalized based on availability of location and stake holders.
- Hiring of production crew and technical staff
- Artwork, background score samples, interview question list, pre-shoot shot breakdown to be finalized.
- Equipment rentals and list of final shoot equipment

Production:

- Day wise call sheet and production schedule
- Charting interviews, shooting interviews, B rolls and supporting footage
- Planning community shots and location establishing shots
- Shooting, transfer of footage, each day footage review, changes in script
- Back up interviews, quick bites and establishing shots or safety shots
- Morning meeting for the shoot and review meeting with footage for changes and adjustments
- Storing of footage, duplication and backup of footage and logging.
- Sound logging, data banking and bifurcation of day wise and script wise footage.
- Competition of shoot in all three locations

Postproduction:

- Storing of all three location footages in one edit location and machine.
- Edit script to be approved by the director.
- Edit meeting with editor and postproduction in charge.
- Segregation of footage based on edit script.
- Transliteration of interviews.
- Editing interviews, associating B rolls, and visual mix.
- Background score sampling and merging.
- Color correction and first draft out.
- Sharing first draft with producers and partners.
- Feedback and corrections logging.
- 2nd draft editing, subtitling, mastering of the video.
- Sharing final cut with clients and signing off content.

ANNEX 2: UNDERSTANDING OUR ENVIRONMENT

2.1 Swot Analysis



STRENGTHS (Internal)

- Internationality of the team with specific focus on Europe and Asia.
- Strong values integrated to the pertinent challenges the world is facing today.
- Multi partners approach creating more sustainable workflow.
- Customized service options for all clients.
- Experience in unique storytelling and communication formats.
- Access to best production equipment and creative freelancers.
- Local organizations knowledge including language in Germany, Italy and India.
- Past production and creative work experience and expertise of the founding team.
- Knowhow of seven languages including English, Italian, Spanish, Hindi etc, by the team, making it content production services to all major continents.
- Cost-efficiency deriving from the division of the departments between the two companies.

WEAKNESSES (Internal)

- Lack of market experience to create sustainable multi partner projects and deals.
- Lack of inhouse expertise for marketing and communication.
- Complete dependence on external rental organizations for all equipment.
Lack of resources to buy inhouse equipment.
- Business completely depends on projects from clients. No parallel means for raising funds for the company.
- Despite the great advantage of being international, the German-Italian company and the Indian company will be two divided entities that will have their own life and will not be able to interact from the financial point of view, unless one acquires the other as soon as profits allow.

OPPORTUNITIES (External)

- Global recognition of social and environmental challenges and a collaborative effort to address it by governments, MGOs, NGOs and other associations.
- Exponential increase in online communication and video platforms and users. More members in target groups.
- Lack of service providers with unique values and production approach.
- Existence of numerous NGOs with unique communication needs and responsible corporates with designated CSR budgets.
- Availability of a registered NGO in India which will partner with the organization.
- Startup laws and credit facilities available in Germany (first office of the organization)
- Production and content creation funding opportunities available in Italy and Germany.
- Every NGO has a pertinent need for videos and communication content to run effective campaigns for awareness and fundraising. Constant support and partnership of an effective production agency is beneficial.

THREATS (External)

- Democratization of storytelling and production formats, creating self-production opportunities for individuals and reducing the importance of a production service provider.
- Availability of professional communication consultancy service providers across the globe with established clients and regions is a constant competition.
- Inhouse established communication and video production expertise in many organizations, decreases the need for external production agency.
- Funding priorities by MGOs are for operations, human resource and management of projects. Video Production is at times not immediate need for funding.

- Global economic slowdown combined with pandemics like Covid 19 disease creates economic crunch for many MGOs and corporates. Therefore, video production is not preferred immediate need for any organization.
- At times, unavailability of qualified and project specific professionals as freelancers to create effective video products.
- Increase of mobile based video recording and even easy availability of live video broadcasting decreases the opportunities for extensive and expensive video production.

2.2 PEST Analysis

Political – Legal

- In the course of globalization, civil society actors are also organizing themselves across borders and exerting influence on global politics. The actors are initiatives, associations and organizations that cannot be assigned to the state or the market or purely to the private sphere. At the global level, internationally networked non-governmental organizations (NGOs) increase the weight of civil society and raise issues such as environmental protection, social justice and human rights.
<https://www.bpb.de/nachschlagen/zahlen-und-fakten/globalisierung/52808/ngos>
- At the global level, there are basically three approaches for NGOs to influence the political agenda: First, they act as lobbyists, for example through campaigns, protest actions or informal lobbying. Secondly, they take part in negotiations on the development of global standards and norms (negotiation networks). Here they are directly involved in political decision-making processes. Thirdly, they make their resources available as service providers and experts (monitoring, coordination and advisory networks).
- They assume a complex set of functions in the policymaking of modern democracies.
<https://link.springer.com/article/10.1007/s41358-019-00203-5?shared-article-renderer>
- As suppliers of expertise, they represent both popular and neglected topics, as high-profile watchdogs they point out political grievances, as campaign specialists they mobilize citizens* to actively participate in actions. Through this multifunctional role as a well-organized part of civil society, they succeed in generating high media visibility with their political actions and contribute to the agenda setting.
- Especially in the recent past, they have been able to achieve considerable mobilization successes: In the demonstrations against the free trade agreements TTIP/CETA, in the actions against the deforestation of the Hambach forest and for the coal phase-out, as well as in the worldwide climate strike of the Fridays for Future

movement, they brought hundreds of thousands of people onto the streets and reach an even higher number with the accompanying campaigns.

- In this global association revolution, NGOs have gained prominent positions in negotiations, especially in advocacy activities for human rights, peace, and the environment. <https://onlinelibrary.wiley.com/doi/full/10.1002/app5.134>
 - The principal avenues by which governments can influence the operational environment for NGOs are:
 - Nature and quality of governance (pluralism, accountability, etc.).
 - The legal framework (registration, reporting requirements, etc.).
 - Taxation policies (on imported goods, local philanthropy, etc.).
 - Collaboration with NGOs (when? sector? nature of partnership?).
 - Public consultation and information (policy impact of NGOs).
 - Coordination (role for governments in coordinating NGO activities).
 - Official support (government funding, official contracts)
- <https://www.gdrc.org/ngo/state-ngo.html>

Economical – Financial

1. The NGO sector is now the eighth largest economy in the world worth over \$1 trillion a year globally. It employs nearly 19 million paid workers, not to mention countless volunteers. NGOs spend about \$US15 billion on development each year, about the same as the World Bank.
2. NGOs impact civil society in numerous ways. Nevertheless, evaluations of the programs and projects they implement are rare. Evaluations are normally limited to the analysis of perceived effects at the local level and do not often focus on development outcomes or outputs, generally because of lack of reliable data. It is very hard to obtain reliable data on social development indices at small geographical scales. Even when such information has been collected, it is not always disclosed.
3. A study commissioned by the Policy and Operations Evaluation Department of the Netherlands Ministry of Foreign Affairs (Ministry of Foreign Affairs of the Netherlands 2012) that uses extensively the ISD database, explored the relationships among development aid, civil society, and development outcomes. The authors argue that donor aid has an ambivalent relation with civil society development: it has improved civic action and club membership, but effects on poverty alleviation have been modest at best. The work on social cohesion is considered weak because not all NGO groups receive equal support, because project implementation has been found to be poor, and because numerous projects have not reached rural or urban low-income areas.
4. NGOs are active in all areas of trade, from the international to the local level. There are many major international NGOs or NGO alliances working on such issues as trade policy and negotiations, economic development for poor communities, financing and

training of businesses .<http://www.tradeforum.org/NGOs-in-Trade-Development-International-Players/>

5. The Bill and Melinda Gates Foundation is now the world's biggest NGO, with an endowment of \$28.8 billion. Some NGOs are sophisticated media darlings; others are waging tireless battles in anonymity at grass-roots level. Some, such as Amnesty International, are membership-based, refusing to accept money from governments or political parties. Others are huge profit-making organizations, which exist purely to lobby on behalf of profit-driven interests.
6. In the Societal Context, there are three sectors. The first sector being the 'government', second sector being the 'market' and the voluntary sector constitutes the 'Third Sector'. It is an independent sector playing an important role outside the realm of government and private business, though there is interdependence amongst the three of them.
7. There are number of aspects in each form like the formation, management, functioning etc. To cover each aspect there are laws which require mandatory compliance. For ensuring the compliance to these laws, it is required for the Nonprofit organizations to have in-depth knowledge of various applicable laws and their related provisions.
8. In some countries progressive legislation is being passed to facilitate this. However, in many countries' legislation regulating the operation of NGOs is weak or poorly implemented. This often reflects wider social, political and economic constraints on citizens to express themselves and to hold state authorities to account.
9. Despite their independence from government, many NGOs rely heavily on government funding to function
10. Some special projects projected by NGOs are meant to be those at the time of natural disasters or calamities like earthquakes, floods, tsunamis etc. the role of an NGO at this time is one most significant contribution in providing services and facilities for betterment. These special projects become an eye catcher of the Donor agencies and a high rate of fund raising is achieved by NGO according to their performances.
11. Most of the NGOs in most of the developing countries are now aware what unsustainable funding support is. Every organization, small or big, at one point of time or another has encountered the problem of unsustainable funds. The over-dependence of NGOs on foreign funding has been the biggest factor for unsustainability. The foreign funding and donations are determined by certain factors that are beyond the control of the NGOs. The twenty-first century has witnessed some unprecedented challenges like the September 11 attack on World Trade Center, the War against Terrorism and the global recession, which have subsequently affected the flow of funds from the North to South. Suddenly, now the international foundations have withdrawn and bilateral agencies have revived their policies of

development assistance, as a result of which there is a huge funding gap. The NGOs have suddenly found themselves vulnerable because of these global events.

Social-Cultural

1. Global awareness on hot topics like environment and gender equality is growing globally. In the next 10 years, the links between climate events, growing population, and unsustainable consumption patterns will be made clearer and give rise to food shortages, water wars, mounting land-use concerns, and growing inequality between the haves and have-nots. Given the magnitude of these problems, NGOs will be forced to work together on systemic solutions.
2. Organisations that act as intermediaries between non-profit organisations, individuals and the private sector, supporting the ecosystem as a whole, will continue to grow to empower donors and support non-profit organisations in their cause. These organizations typically offer technology, services, consulting, mentoring, etc.
3. According to José Luis Castro from Vital Strategies, the development of platforms that make it increasingly easy for nonprofits to connect and interact will build communities of providers and beneficiaries. These platforms will be crucial for innovation, as they can be opened to permit the inputs of a variety of experts and users to create more effective services and mobilize funders and investors to support them.
4. According to Maureen O'Brien of New York State Industries for the Disabled, the corporation's role is about to go beyond shareholder value. It decidedly promoted communities, employees and a more diverse group of stakeholders outside those that measure success in profits. This will drive a more robust conversation and partnership between corporations and the nonprofits that serve the communities in which corporations operate. With more compliances in place and an inclusive outlook of most corporates, there is an upward trend in corporate giving in most of the countries.
5. According to Thom Ruhe of NC IDEA foundation, the nonprofit sector, more than ever before, will need to stay mission-focused and clear about their priorities. NGOs will need to be the safe port in the storm and an antidote for what will likely be challenging times.
6. The most successful NGOs already recognize that real change requires campaigning against and collaborating with companies—and this hybrid approach is likely to intensify. In terms of confrontation, companies can expect social networks to support more radical groups, bring more voices from the 'global south' into the mix, and foster greater collaboration among campaigning organizations. To remain credible, businesses and NGOs that are working together should be prepared to demonstrate measurable impact from their partnerships.
7. At the end of November 2019, some 90 cultural and creative bodies from across the EU sent an open letter to EU leaders asking them to invest more in the Creative

Europe Programme for the period. They emphasised the fact the Creative Europe Programme represents just 0.15% of the EU's overall budget, while its the culture and creative industry sectors generate \$564bn (€509bn) in value added to GDP and more than 12 million full-time jobs, representing 7.5% of the EU's workforce.

8. Large nonprofits are streaming live from their offices and adding GIFs to their Instagram stories, landlines are dead, donors give via Apple Pay on their phones while riding the metro to work, and organizations are being asked about proof of their impact on Facebook Messenger. And the speed at which these are happening is often baffling. It seems that nonprofit professionals frequently fail to account for this speed and unpredictability.
9. It has been shown that Generation Z represents a large part of the population and the future of global society. It is therefore important for NGOs to gain their attention. However, this generation is expert in blocking the "noise" of marketing. Therefore, in order to win their attention, it is crucial to provide them with an engaging and immediate experience that is accessible via mobile phone and uses authentic images that mimic familiar platforms (such as instagram) to tell captivating stories.
10. When it comes to NGO visual content, audiences appear to engage with cinematic and reconstructive documentaries experiences which have the ability to leave a lasting imprint on their memory. Unruly, which ranks the most viral ads each year, found that the most-shared ads of 2015 relied heavily on emotional content, specifically friendship, inspiration, warmth, and happiness.
11. Humentum, a company working to support the development sector's operational capability, is conducting weekly spot polls with NGOs to find out how their work has been affected. The latest poll collected the responses of 36 organizations — mostly international NGOs based in the U.S. — and found that just 53% had a working business continuity plan, while 32% did not have one. The proportion of organizations that said their plan was insufficient stood at 15%. But there is a great discrepancy in how NGOs can continue to operate depending on their location.

Technological

1. internet use worldwide with a focus on Europe:

Internet Usage in the European Union - 2019						
WORLD REGION	Population (2019 Est.)	% Pop. of World	Internet Users, 30-June-2019	Penetration (% Population)	Internet % Users	FACEBOOK 31-DEC-2018
European Union	510,381,379	6.6 %	461,255,831	90.4 %	10.2 %	253,480,000
Rest of World	7,205,841,830	93.4 %	4,074,992,977	56.6 %	89.8 %	1,892,878,570
TOTAL WORLD	7,716,223,209	100.0 %	4,536,248,808	56.6 %	100.0 %	2,146,358,570

NOTES: (1) The European Union Internet Statistics were updated in June 30, 2019. (2) Facebook subscribers are in Dec 31, 2018. (3) Population estimates are from the [United Nations Population Division](#). (4) Internet Usage numbers come from [Nielsen Online](#), [ITU](#), [GfK](#), local agencies, and other trustworthy sources. (5) Data may be cited, giving the due credit and creating an active link back to www.internetworldstats.com. © Copyright 2019, Miniwatts Marketing Group. All rights reserved worldwide.

2. More and more enterprises decide to go for an organizational change through the use of digital technologies and business models to improve performance.

3. The medium which the majority of us consume new information from such as news, events and the birth of your friend's child will be mostly video by 2021. Therefore, it is believed to be incredibly important that NGOs are prepared to fight for space in the news feed with emotional and compelling content.
4. The total number of global users of social networks is predicted to be close to 2.8 billion in 2019 and is estimated to rise to around three billion in 2021.
5. Worldwide, the data indicate that more than 800 million people use social media for their work today.
6. Social networks will most likely be more and more effective tools for NGOs to deepen their connection with the public. Furthermore, they will play a greater role in the South, as a way for smaller, leaner campaigning groups to mobilize resources and people quickly and cheaply. To date, most NGOs have used social networks as a communications tool. In the next decade, business should expect to see savvy NGOs moving from communication to mobilizing the public with viral and compelling campaigns that break human stories on the ground in a faster, more connected way.
7. According to Anisa Palmer of I Will Survive Inc, Nonprofit organizations will need to ensure they remain innovative in competing for funding. The sustainability of an organization depends upon its annual budget and the "right" people to carry out its mission. Public-private partnerships help in addition to various diversified funding. Organizations must invest in technology to drive innovation to remain sustainable.
8. In the document "Political Guidelines For The Next European Commission 2019-2024", drafted by the European Commission, it is stated that a stronger European commitment to technology is needed. The opportunities of the digital age must be seized within safe and ethical boundaries. It is also stated that, for this purpose, funds will be allocated to increase investment in disruptive research and breakthrough innovation.
9. Asia Pacific region is nearly five times the size of the next-largest area by viewers, which is Latin America. Asia-Pacific's growth will exceed the worldwide average through 2023. Similar dynamics are at play in mobile video.
10. Falsified video and audio are becoming less expensive and more convincing—and have a wider global reach. This next generation of fake news could prove far more damaging as fabricated stories become much harder to disprove.

11. Increasingly

digital

India

Digital adoption of Indian population:

India no. 1 globally



1.2 billion
enrolled in world's largest
unique-digital-identity program

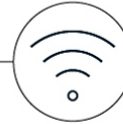
India no. 2 globally
(behind China)



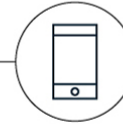
12.3 billion
app downloads
in 2018



1.17 billion
wireless phone
subscribers



560 million
internet
subscribers



354 million
smartphone
devices



294 million
social media
users

▶ Continued mass adoption of digital technologies is expected to add significant economic value to the Indian economy by 2025.

Conclusion

Considering the above SWOT and PESTLE analysis, the development of long-range plans for the effective management of environmental opportunities and threats in light of organizational strengths and weaknesses we will undertake, also taking into account our Mission Statement, will be as follows.

The long-term strategy that we are aiming to use is based on a fundamental nexus that it is important to emphasize in the present document.

Our company will represent the link that connects two stakeholders with two specific and complementary needs: the first are the NGOs, whose fundamental need is to have an adequate audiovisual representation in order to spread their message in the best possible way.

The second are the large companies and medium enterprises, since the German and the Italian economic models rely heavily on a dense network of small and medium-sized enterprises (SMEs). These institutions, in line with the trends of recent years, will need a channel in which to direct their help and improve their reputation. Therefore, our company will be at the heart of this crucial relationship and will seize this important opportunity to turn it into a concrete and effective business solution.

2.3 Porters Model

The below is a porter's model examination for Crossroads at the time when the organization's vision, mission and goals are well defined and is preparing for a registration process.

- Buyer's Power

In this context the buyers are the NGOs and corporate sectors who will be associated with Crossroads for availing its unique services.

The buyer's power at this stage is HIGH. As a new entrant in the market of audio-visual production, the power of bargain is with the buyer. Various customized services need to be provided to the buyers at competitive market prices.

- Supplier's Power

Audio visual production equipment dealers, freelance producers, cinematographers, editors, assistants, content providers, photographers, lawyers and outsourced marketing personnel consists of the core suppliers for crossroads.

The supplier's power at this stage is LOW. None of the suppliers in the audio-visual industry has a predominant monopoly. Based on budgets, project and production requirements the services provider, in this. Case the Crossroads team can constitute their resources, freelance team, rental etc. Therefore, the supplier cannot dictate term and can only offer service. With democratization and easy availability of audio-visual production services further decrease the bargaining power of the suppliers.

- Threat of New Entry

The audio-visual sector has gone through a tremendous revolutionary change in the last one decade with digitalization and the advent of social media as a mainstream communication and marketing platform. Therefore, audio visual production today ranges from freelance individuals to renowned production agencies. It is both a creative and lucrative business and profitable too. With most campaigns in the corporate and NGO sectors is driven with videos and films, the options of production businesses have increased.

In this context it would be ideal to understand the Threat of New Entries is always HIGH. Audio visual creative strategies, equipment, marketing, and expertise are no monopolized therefore new entrants are available always. Therefore, the demand for videos and other audio-visual services are increasing on a daily basis and with more digitalization especially in the Covid-19 pandemic scenario, the threat of new entrants will increase in the near future.

- Threat of substitution

We discussed above that threat of news entrants are high and will be increasing in very favorable market conditions in the near future. However, Crossroads is formed on a very niche vision and mission ideology. Providing customized audio visual and communication services to NGOs working on specific values-based issues is the core work profile of crossroads. It goes a level above when partnerships are forged between Corporate, MGOs and NGOs for sustainable funding and project.

Therefore, by providing such a niche and customized service, the threat of substitution for Crossroads at this stage is LOW. The more customized and niches the services, partnerships and clients are maintained, the threat for substitution will remain low.

2.4 NGO Market

Non-governmental organizations (also known as NGOs) are organizations that are autonomous from any government. They are usually non-profit organizations. Many of them are active in the humanitarian or social field or engage themselves into protecting the environment. There are an estimated 10 million (non-governmental organizations) NGOs worldwide. But Numbers are changing on a daily basis which makes it impossible to elaborate a certain number. The NGO market is changing day to day. Due to various global phenomena such as climate or refugee crisis, the NGO sector is growing every year and more and more people are starting to get involved in social projects or support individual NGOs with money. The number of people worldwide donating money to NGOs increased from 1.2 billion in 2011 to 1.4 billion in 2014. By 2030, the number is expected to grow to 2.5 billion. There are also more than 129,000 public-benefit foundations in Europe. Combined these non-governmental organizations (NGOs) give more than 53 billion euros annually. If all these data are taken together and evaluated, it is evident that there is a large global market and demand for NGOs. But what is the situation in the individual countries in which Crossroads Production will operate?

India

India is a large country in South Asia with an extremely diverse landscape – from the peaks of the Himalayas to the coast of the Indian Ocean – and five thousand years of history. It is the second most populous country in the world after China. Accordingly, the NGO sector in India is huge. India has around 3.2 million registered non-government organizations (NGOs). Indians have more per capita NGOs than hospital beds. The Central Statistical Organization of India states there are around four NGOs for every 1,000 people in urban areas and 2.3 NGOs for every 1,000 rural population. While the government continues to be the largest contributor to social sector funding in India, hovering at about 6% of GDP, private philanthropy is expanding and has outpaced public funding growth. India has over 3.1 million registered NGO spread across the 29 states in the country. The mind-boggling figures boil down to one NGO per every 600 people. Compare this to the latest government data on police. According to the latest figures from the Union home ministry India has just one policeman for every 943 people. In India the primary areas of work by NGOs are in health care, sustainable agricultural practices, education, women empowerment, childcare, disaster management, food security and eradication of poverty. Majority of NGOs and audio-visual campaigns are concentrated on the above-mentioned areas of development.

Deepalaya NGO

<https://www.deepalaya.org>

Deepalaya's focus and sole reason for existence is the child, especially the girl child, street child and disabled child. The family of the child is the medium through which the development takes place. Organization and sensitization of the community is the approach through which empowerment, capacity building and social transformation are attempted. Based in New Delhi Deepalaya has been working in the developmental sector for the last 40 years. They have been actively involved in supporting girl children and women through education, empowerment initiatives, providing health care, livelihood opportunities and safe living conditions.

Smile Foundation

<https://www.smilefoundationindia.org>

Inspired by Senge's philosophy, a group of young corporate professionals came together in 2002 to set up Smile Foundation to work with grassroots initiatives for effecting positive changes in the lives of underprivileged children, their families and communities. Smile Foundation believes that unless members of the civil society are involved proactively in the process of development, sustainable change will not happen. Believing in this principle of 'Civic Driven Change', Smile Foundation sensitizes the civil society in order to make them partners in its mission. Smile Foundation is to empower underprivileged children, youth and women through relevant education, innovative healthcare and market-focused livelihood programs.

Smile Foundation is to deploy best possible methodology and technology for achieving ideal SROI (social return on investment), to practice and promote good governance. To link business competitiveness of the corporate with social development initiatives; also, to sensitize privileged children, youth and citizens in general to promote Civic Driven Change.

Germany

Germany, as one of the economically strongest countries in Europe, it is an important and great supporter in the worldwide NGO market, which is reflected inside and outside the country. As of 2019 there are roughly 620 NGOs actively operating in Germany, and there is an organization for almost anything. There are about 22,200 independent foundations, about 20,000 to 40,000 charitable corporations and non-independent foundations, and about 600,000 associations.

Charta der Vielfalt

<https://www.charta-der-vielfalt.de>

The Diversity Charter is an employer initiative to promote diversity in companies and institutions. It was launched by four companies in December 2006 and is supported by the Federal Government Commissioner for Migration, Refugees and Integration, Minister of State Annette Widmann-Mauz. The aim of the initiative is to promote the recognition, appreciation and inclusion of diversity in the world of work in Germany. Organizations should create a working environment that is free of prejudice. All employees should experience appreciation – regardless of gender and gender identity, nationality, ethnic origin, religion or belief, disability, age, sexual orientation and identity.

Viva con Agua

<https://www.vivaconagua.org>

Viva con Agua de Sankt Pauli e.V. is a non-profit association that works to ensure that all people worldwide have access to clean drinking water. That is why we support water projects and campaigns at home and abroad according to the motto “Water for all – all for water”

→ 7% of the total Budget goes into Marketing / Communication

→ in this case: 51 082 Euros (Total Budget: 2 062 071 Euros)

Medica Mondiale

<https://www.medicamondiale.org>

Medica mondiale is an international non-governmental organization based in Germany that works worldwide for women and girls in war and crisis zones. Medica mondiale supports women and girls who have experienced sexualized violence, regardless of their political, ethnic, or religious affiliation. Together with women from all over the world, Medica mondiale works to ensure that women can live in dignity and self-determination.

→ 11,3 % of the total Budget goes into Marketing / Communication.

Vision for Children

<https://www.visions4children.org/ueber-uns/>

Visions for Children e.V. is a small non-profit registered association from Hamburg. The focus of our work is the improvement of learning conditions and educational quality at schools in crisis and war zones. To this end, school buildings are extended, sanitary facilities are installed, classrooms are equipped with basic inventory and pupils and teachers are provided with necessary materials. In this way we create the framework conditions for efficient learning. We act independently of political, religious or ethnic interests and generally refuse

financial support to companies that endanger children through their products or their actions or that oppose our work for children rights.

→ 6% of total Budget goes into Marketing / Communication

→ 9.707,80 €

Sea Watch

<https://sea-watch.org/das-projekt/ueber-uns/>

Sea-Watch was created at the end of 2014 from an initiative of volunteers who could no longer stand idly by and watch the dying in the Mediterranean. Therefore, we have dedicated ourselves to sea rescue. No one should die on the external borders of the European Union while fleeing and hoping for a dignified life.

Italy

In Italy, non-governmental organizations and initiatives of all kinds are now massified and painted as criminals or swindlers, but today no procedure has been able to demonstrate, or the lack of transparency on NGO funding, compared to which, in truth, no public or private reality in Italy is more transparent. The only normative reference in Italy was Law 49 of 1987, “New regulations for Italy cooperation with developing countries”, which, in Article 28, regulated the “Recognition of suitability of non-governmental organizations” It was the task of the Ministry of Foreign Affairs to grant specific eligibility as a non-governmental organization: there were 232 NGOs recognized as eligible. As of 1 January 2016, Law 49 was repealed in favor of the reform of Development Cooperation issued by Law 125 of 2014. This new law eliminated the recognition of eligibility of NGOs by establishing a list of Civil Society Organizations (CSOs) and other non-profit entities active in development cooperation. The registration to this specific list is managed by AICS (Italian Agency for Development Cooperation). As of today, there are 227 organizations registered. Despite this, in Italy the popularity of the word NGO is very recent and closely linked to the case of various types of organizations that have operated in search and rescue of migrants in the Mediterranean Sea and the subsequent political and media polemics and exploitation. Most NGOs operate thanks to a combination of private and public funding. Private funding is defined as liberal donations from individuals, organizations, benefactors, philanthropists and/or companies. Public funding is a contribution to the implementation of specific projects by institutions such as the European Union, United Nations agencies, ministries, local authorities, government agencies, etc. According to the data of the Open Cooperation portal updated in the last three years, the main Italian NGOs have on average 55% of income from institutional donors and the remaining 45% from funds raised by private donors. The data show that the most relevant public donors for Italian NGOs are (in order of importance) MAECI/AICS, the EU, Regions and local authorities, UN agencies and ECHO. The most important sources of donations from private donors are (in order of importance) individuals, foundations, companies, churches and the 5×1000. There are some organizations that by choice do not use any public funding, thus operating only through private donations. 80% of Italian NGOs have their balance sheets certified by certified external auditors. In Italy no public or private

reality is more transparent than NGOs. Moreover, starting from this year, as a result of the reform of the Third Sector, in Italy it is mandatory for each organization to publish on its website the detailed list of funding received in the previous calendar year by the public administration. A further guarantee of transparency that allows anyone to verify the origin of the public funds that each NGO receives. In addition, NGOs registered on the list of Civil Society Organizations (CSOs) active in development cooperation managed by AICS (Italian Agency for Development Cooperation), must submit to the Agency an annual report that is verified to renew their registration on the list itself. The resources of NGOs are spent by each organization to achieve their statutory mission generally through the implementation of projects. Part of the funds are committed to the functioning of the operational structure and to communication and fundraising activities. 33% of Italian NGOs use more than 90% of their resources to carry out their mission. 38% employ between 80 and 90% of them. Most organizations (62%) spend less than 5% of their financial resources on communication and fundraising.

In 2017, there were 350,492 non-profit institutions active in Italy - 2.1% more than in 2016 - and employing 844,775 people (+3.9%). The non-profit sector continues to expand with average annual growth rates higher than those recorded for market-oriented companies, both in terms of number of companies and number of employees. As a result, the importance of non-profit institutions increases compared to the Italian production system as a whole, going from 5.8% in 2001 to 8.0% in 2017 for number of units and from 4.8% in 2001 to 7.0% in 2017 for number of employees.

In Italy the sector is still poorly regulated and there is a lot of misinformation. To date, donors find information about the entities only on the channels of the entity itself, without having the possibility of independent comparisons and readings. But many do not know which organizations to support, others do not trust them because they do not find enough information, or when they find it is scattered, too technical, or too unclear. Still others get lost in the jungle of fundraising campaigns and give up. Almost all Italian NGOs have a website, through which you can subscribe to a newsletter and donate online by credit card, PayPal or bank transfer. A fairly low percentage of organizations, however, gives the opportunity to comment and establish relationships through a forum, given little comforting considering that these are two fundamental elements for the establishment of relationships and participation with and between users.

[Save the Children Italia](https://www.savethechildren.it/)

<https://www.savethechildren.it/>

Save the Children Italia collaborates with 5 large global profit sector companies including Bulgari and Ikea and 51 large Italian companies including Ferrero and Esselunga.

In 2018, 18.6% of the association funds came from companies and foundations, 81.7% from individuals and 12.3 from organizations and institutions. Almost 20% of these funds are for

communication and fundraising. The media coverage is not only traditional media but above all social media (61%).

Medici con l’Africa CUAMM

<https://www.mediciconlafrica.org/>

In 2018, 37% of the funds came from proven funds. 15% of these were companies.

3.8% of the total funds went to communication and fundraising. Medici con l’Africa CUAMM is based in Padova and for the production of audiovisual content mostly targets private individuals, such as directors or photographers.

2.5 Corporate Market

An important and large customer and partner for Crossroads Productions are the various corporate companies worldwide that support NGOs and foundations worldwide with the help of self-generated funds. In general, there is a trend that more and more corporate companies want and need to become "greener" and focus more and more on sustainability and the environment. As an example, we have selected different large corporations that have been committed to environmental and social projects for several years and who also apply a certain code of conduct within their company towards their employees and the production of their products.

We are certainly aware of the fact that in many cases it is about the so-called "greenwashing" and that NGOs are afraid of being associated with such a company. For this reason, all corporate companies that are potential partners will be reviewed and only be accepted into our platform and our network of NGOs and corporate companies if their mission and values match ours. All partners must feel 100% comfortable at all times.

Internationally:

Adidas

<https://www.adidas-group.com/de/>

Adidas AG is an internationally active German sports goods manufacturer based in Herzogenaurach and today one of the best-known companies worldwide. Since 2015, Adidas has been involved in various areas of sustainability and has been committed to the environment, human rights and gender equality within its company and in its products.

“Being a sustainable company means maintaining a balance between the interests of our shareholders on the one hand, and the needs and concerns of our employees, those working in our supply chain and the environment on the other. We firmly believe that acting as a

responsible company that is also unconditionally committed to respecting human rights will contribute to our continued business success. We work continuously to be a more sustainable company.”

Since 2012, the Adidas Group has owned the so-called GreenEnergy Fund which supports small to medium-sized NGOs and social projects worldwide. The adidas Group GreenEnergy Fund is like a sustainability venture capital fund for energy efficiency and renewable energy projects. It is the first of its kind in the footwear and apparel industry. Its mission is to accelerate energy and carbon reduction projects – and deliver a net profit. The Fund pools project costs and energy savings across its investments in owned and leased real estate. The Fund was designed in 2012 with three goals, accelerate carbon reductions, capture and verify energy and financial savings and track and share best practices across facilities globally.

The company provides approximately \$1.5 million annually and can support around 500 different projects. To select the projects, Adidas has developed a system to measure the impact of the different NGOs and to decide which projects to support with money and networks.

Biogen

<https://www.biogencsr.com>

Biogen was founded in 1978 as one of the first global biotechnology companies. Today it is one of the leading companies in the field of neurology and has branches worldwide. Biogen has had a branch office in Germany since 1997. Each year, Biogen commits significant financial support through a variety of corporate giving initiatives that positively impact the communities where we live and work. The Biogen Foundation supports access to science education and to essential human services for children and their families in the communities in which Biogen facilities are located. The Foundation is committed to sparking a passion for science and discovery, supporting effective science education initiatives and strengthening efforts to make science education and science careers accessible to diverse populations. Ever year the Biogen Foundation is supporting various Projects worldwide who give people medical support or do medical research.

Gucci

<https://chime.gucci.com>

Gucci is an Italian fashion company. The company was founded in 1921 by master saddler Guccio Gucci as a small workshop for leather goods and luggage in Florence. Nowadays the company is one of the largest fashion groups in the world with several subsidiaries spread over several countries.

CHIME FOR CHANGE is a global campaign founded by Gucci in 2013 to convene, unite and strengthen the voices speaking out for gender equality.

To date, the campaign has raised nearly \$16 million to support projects and advocacy in 89 countries. Through the funding of 430 projects with 156 partners, CHIME FOR CHANGE's support has directly benefited more than 570,000 girls and women globally and reached more than 3 million family and community members. CHIME FOR CHANGE Co-Founders Salma Hayek Pinault and Beyoncé Knowles-Carter have led the campaign with its coalition of partner organizations. Gucci has also set itself the goal of becoming plastic-free since 2013. With the help of other companies, they have already launched several lines designed and manufactured with recycled materials.

Italy

Italian companies increase their commitment to CSR (Corporate Social Responsibility): these are the conclusions of the "VIII Report on the social commitment of companies in Italy", carried out by the Socialis Observatory in collaboration with the Ixè Institute, based on a sample of about 400 Italian companies with more than 80 employees.

According to the report, in 2017 there was almost one and a half billion euros (1.412 billion) invested in CSR shares by Italian companies, 25% more than in 2015 (1.122 billion); significant is the percentage of companies that believe in CSR, which rose from about 44% in 2001 to 85% in 2017.

Intesa San Paolo (Bank)

<https://www.intesasanpaolo.com/>

In 2017 the Intesa Sanpaolo Charity Fund disbursed approximately €9.5 million to support projects carried out by non-profit organisations. The resources were allocated to support employment and disability, the fight against housing hardship and health poverty, the fight against early school leaving and violence, the prevention of illness, assistance to the sick and social inclusion.

Lavazza

<https://www.lavazza.it/it.html>

Lavazza is committed to pursuing sustainability models and improving its brand image on a daily basis. More than fifteen years ago it entered into a partnership with Save the Children, collecting a total donation of €3 million and working on two important projects. It is also very committed to fair trade coffee production and recently produced a documentary distributed by Amazon Prime Video. The documentary shows its commitment to a project to convert coca plantations into coffee plantations in Colombia.

Giorgio Armani

<https://www.armani.com/it/armanicom>

Armani Group is committed to building lasting partnerships to bring change to poorer societies. An interesting project is, for example, *Acqua for Life*. The Armani group, together with L'Oréal and with the support of Unicef, Water Aid and Water.org, is promoting the initiative to provide access to drinking water for communities living in water scarce countries. During its first decade of activity and thanks to an investment of about 9 million euros (2019 data), the Acqua for Life project has managed to reach more than 217,000 people and to install 413 water supply systems with projects active on three continents.

Germany

DHL Deutsche Post AG Group

<https://www.dpdhl.com/de.html>

Integration into the labor market is a basic prerequisite for successful integration and participation in society. Since 2015, Deutsche Post DHL Group has been actively involved in helping refugees throughout Germany with aid and integration projects. The focus of our commitment is on projects and programs that promote language acquisition, support refugees in their professional orientation and provide them with initial work experience.

Allianz AG – Kulturstiftung der Allianz

https://kulturstiftung.allianz.de/de_DE.html

Support projects that challenge and surprise. With our call for proposals we want to reach actors who, with the means of art and culture, contribute to creating free spaces, enable critical debate, promote exchange and cross-border networking. We are looking for projects that reflect the ruptures of our societies, that incorporate different positions, that pursue a trans local approach, that demonstrate the courage to be irritating and thereby surprise and challenge.

Questions of process (who is involved?) and reception (who is addressed?) are central to us, without making any specifications regarding genre, discipline or aesthetic approach. We are open to all genres and especially to the interdisciplinary experiment. The projects submitted do not have to address all the aspects addressed in the call. Since the Allianz Kulturstiftung's funding should not normally exceed 50% of the total costs of a project, we recommend applying for sums between 30,000 and a maximum of 80,000 €.

Patagonia

<https://www.patagonia.com/corporate-sales/>

Since 1985 Patagonia has committed itself to donate at least 1% of its turnover to the protection and preservation of the environment. To date, we have donated a total of more

than 89 million US dollars in cash and kind to environmental protection groups worldwide, setting an example in their immediate environment.

→ Mostly US Organizations

Jack Wolfskin

<https://www.jack-wolfskin.de>

Jack Wolfskin, founded in 1985 in Frankfurt am Main, is a pioneer in Germany when it comes to nature and environmental protection. They have an absolutely transparent production chain, are committed to gender equality, social responsibility and climate protection.

VAUDE

<https://www.vaude.com/de-DE/>

Vaude is a German producer of mountaineering equipment with its headquarters in Tettngang–Obereisenbach, Baden–Württemberg. The company was founded in 1974 by Albrecht von Dewitz. In 2009 he handed over the management to his daughter Antje von Dewitz.

We understand entrepreneurship as an obligation to make a contribution to the common good. We therefore assume responsibility in everything we do: towards our employees and partners worldwide, towards our environment and future generations. As a company that acts sustainably, we focus on long-term, sustainable, ecological, social and economic goals. Sustainability is complex. It is more than the sum of individual measures. The VAUDE Ecosystem is our holistic sustainability system, which runs like a green thread through all phases of the product life cycle. It shows how we systematically assume our responsibility for people and nature.

India

Corporate Social Responsibility

India is the first country in the world to make corporate social responsibility (CSR) mandatory, following an amendment to the Companies Act, 2013 in April 2014. Businesses can invest their profits in areas such as education, poverty, gender equality, and hunger as part of any CSR compliance. The amendment notified in the Companies Act, 2013 requires companies with a net worth of INR 5 billion (US\$70 million) or more, or an annual turnover of INR 10 billion (US\$140 million) or more, or net profit of INR 50 million (US\$699,125) or more, to spend 2 percent of their average net profits of three years on. It is estimated that 5,097 companies in India spent INR 9,822 crores, approximately equal to US\$1.5 billion, towards CSR activities in the fiscal year 2015–16 under the new CSR regime. The overall spending on CSR by 500 listed companies in the financial year 2017–18 is estimated to be INR 11,000 crores.

Taj Group

Taj Hotels is a chain of luxury hotels and a subsidiary of the Indian Hotels Company Limited, headquartered at Express Towers, Nariman Point in Mumbai. Incorporated by the founder of the Tata Group, Jamsetji Tata, in 1903, the company is a part of the Tata Group, one of India's largest business conglomerates. The company employed over 20,000 people in the year 2010.

This policy sets out the Company's commitment & approach towards Corporate Social Responsibility based on our legacy of 'Giving Back to Society'. The Company is committed to the Tata Group Purpose of improving the quality of life of the communities we serve through the CSR theme of 'Building Sustainable Livelihoods'. The Company endeavors to facilitate livelihood opportunities & socio-cultural development in areas of its operations. The Company intends to be a significant contributor to CSR initiatives in India by devising and implementing social improvement projects for the benefit of underprivileged communities, towns and villages.

Focus Areas: In accordance with the requirements of the Companies Act, 2013 ("the Act"), the Company's CSR programs shall mainly focus on the following areas, vocational skill development programs, partnerships to preserve & promote indigenous heritage, culture, arts and handicrafts, disaster relief and rehabilitation programs, income-generation and livelihood enhancement programs

ITC Ltd.

<https://www.itcportal.com>

ITC Limited is an Indian multinational conglomerate company headquartered in Kolkata, West Bengal. The Company has spent more than the prescribed CSR budget in last three financial years. In FY 2018-19, ITC Limited spent INR 306.95 Crores. ITC believes that in the strategic context of business, enterprises possess, beyond mere financial resources, the transformational capacity to create game-changing development models by unleashing their power of entrepreneurial vitality, innovation and creativity. In line with this belief, ITC crafts unique models to generate livelihoods and environmental capital. Such Corporate Social Responsibility projects are far more replicable, scalable and sustainable. The Company partnered with BAIF Development Research Foundation, Pratham Education Foundation, Ramakrishna Mission, Bandhan Konnagar, SEWA Bharat, Foundation for Ecological Security, ITC Sangeet Research Academy (ITC SRA), ITC Rural Development Trust and CII-ITC Centre of Excellence for Sustainable Development to implement CSR programmes.

Video link: <https://youtu.be/lrg6xAww31g>

Ambuja Cement Ltd.

<https://www.ambujacement.com>

Ambuja Cement Foundation (ACF) – the corporate social responsibility arm of Ambuja Cement – has been pivotal in advancing the company’s objective to be a socially responsible corporate citizen. Ambuja Cement Foundation (ACF) aims to ‘Energise, Involve and Enable Communities to Realise their Potential’ through its initiatives. These development initiatives address the needs of the people by working with the beneficiaries, NGOs and the government. ACF is functional across 12 states covering 22 locations in India and has succeeded in bringing about change in the lives of 1.5 million people. A full-fledged Research and Monitoring Unit, along with numerous external, independent studies show significant change – in income levels, health indicators and overall harmony and happiness. Ambuja Cement Foundation plans to spend Rs 125 crore, including Rs 40 crore in Rajasthan, towards corporate social responsibility in the current fiscal. Pearl Tiwari, Director and CEO, ACF also informed that the annual increase in the CSR budget was around 10–15 per cent. CSR Reportage Video link: <https://youtu.be/rGBONkmeKAA>

Hindustan Unilever Ltd.

<https://www.hul.co.in>

Hindustan Unilever Limited (HUL), has spent INR 126.45 Cr crore as against its prescribed CSR expenditure of INR 124.19 crore (2.4% of Average Net Profit of the Company for last 3 financial years of INR 6209.71 Crore) during FY 2018–19 towards various schemes of CSR and Sustainable Development programmes. According to the company’s annual report, HUL believes in delivering long-term sustainable growth, while reducing its environmental footprint and increasing its positive social impact. The company has various flagship programmes including Water Conservation Project, Swachh Aaadat Swachh Bharat, Project Shakti, Handwashing Behaviour Change Programme, Plastic Waste Management, Project Prabhat, Domex Toilet Academy, Asha Daan, Sanjeevani and Supporting Healthcare, in which majority of CSR funds have been invested. HUL has a vision is to accelerate growth in the business, while reducing environmental footprint and increasing positive social impact. This vision has been codified in the Unilever Sustainable Living Plan (USLP) launched in 2010, which designs a blueprint for achieving sustainable growth.

Larsen & Toubro Ltd

<https://www.larsentoubro.com>

Larsen & Toubro is a major technology, engineering, construction, manufacturing and financial services conglomerate, with global operations. Larsen & Toubro (L&T), in consultation with experts, identified water-stressed village clusters in Rajasthan, Tamil Nadu, Maharashtra and Gujarat and now works in three states. The project covers 11,006 households, and an area of 9,337 hectares in these states. The company also works to build a collaborative eco-system comprising L&T, the community, our employees, their families,

NGOs, government agencies, chambers of commerce and academic institutes to fulfil a larger social commitment.

As India's leading builder of major infrastructure projects, L&T is equally committed to developing projects that will contribute to the quality of life. This includes schools, hospitals, skill training institutes, water supply & distribution and sanitation facilities. Larsen & Toubro's CSR activities comprise:

- Ensuring availability of safe drinking water and water for agriculture, constructing and ensuring use of toilets, and electrification of villages (off-grid renewables).
- Improved access to education (increased enrollment in pre-school, children attending neighborhood schools) and improving quality of learning through better school infrastructure and better teaching-learning processes.
- Improved access to quality health care, through expanding infrastructure of health centers, increased number of people accessing quality health care.
- Skill building through Construction Skills Training Institute (CSTI). Enhancing employability of youth through increased training capacity, improved infrastructure of skill development centers, as well as vocational training courses for women and physically challenged persons.

2.6 Social Entrepreneurship Market

Social entrepreneurship is growing as a hybrid model that combines the advantages of the for-profit and not-for-profit sector. ES must be profitable enough to create wealth and jobs, but social or environmental objectives remain at the heart as they create "social value". Individual profits are formally limited and strictly controlled and, since collective interests always generate individual interests, decision-making in ES is always a shared process. In the European Union 1 out of 4 new companies created every year is a social enterprise and in India over 89% of the SE is less than 10 years old and 88% of them are in pilot, start-up or growth phase (2012). One third of these have grown by more than 50% and only 6% have had negative growth (2010).

Neyo.

<https://neyo.eu>

Neyo. is a small label that offers cashmere sweaters, scarves and cardigans worldwide. The hand-forged ring that is sewn onto each piece symbolizes the responsibility that Neyo. takes on. The ring stands for sustainability and for the fact that we are all part of a cycle. Neyo.

stands for the fact that everyone should be happy: the goats that supply the fibers for the yarn, the soil on which they graze, the goatherd that watches over them, the yarn manufacturer who makes the finest yarns in the world from them, the dyer who makes the beautiful colors possible, the water that tolerates these colors, the knitter who makes high-quality sweaters and cardigans from them, to the weaver who produces the ultra-fine scarves, to the employees who sew, wash, iron, pack and ship them, to the people who bring them to the right customer, to the customers who appreciate and care for their fairly and sustainably produced item and wear it with pleasure for many years to give it away and pass it on at some point.

As a small label, it is impossible to know every goatherd. But we care, we are regularly on site, we choose our partners carefully, we ask critical questions, we cultivate long-term relationships and always only at the end we ask the question about the price.

We promise you; we will remain as we are today. The ring on each garment is a symbol to the outside and a commitment to the inside. This is what we have stood for: That everyone is doing well.

Saye

<https://www.sayebrand.com>

Saye is a small shoe label from Barcelona that produces sneakers in Europe. All materials are absolutely ecological, degradable and environmentally friendly. "From the beginning we only wanted to partner with suppliers that respect their workers, improving their life conditions and providing them a good working environment;"

Located in the North of Portugal, Felgueiras is the heart of the country's footwear industry. Our partner, You Shoes, is made up of artisans that really love the work they do. They have been maintaining a high standard of ethics -fair wages and shifts, gender equality- from the beginning. Most importantly, they treat their workers as family.

"The concentration of our manufacturing suppliers within the same geographical area allows us to create an efficient and fast collaborating network which ensures the use of local materials and reduces our carbon footprint."

→ In SAYE we fight against deforestation since 2018 allowing anyone to take part in our project. Every time you buy a pair of shoes we fund the growth of two trees in collaboration with the NGO We Forest.

→ In SAYE we have been planting two trees for each pair of sneakers sold since the beginning, allowing us to help grow more than we could have never expected. So far we've funded 63.936 trees, 30.326 trees in India, 31.380 in Zambia, 248 in the Amazon and 1.982 in Australia. Our goal is to double this number by the end of 2020, reaching 100.000 trees.

Progetto Quid

<https://shop.progettoquid.com/>

Progetto Quid is the Italian ethical and sustainable fashion brand of the social enterprise Quid, which creates limited edition clothing and accessories. The collections come to life from surplus fabrics made available by the most prestigious fashion and textile companies. Each garment is made unique thanks to the work of people – especially women – with fragile backgrounds, who find in Quid an opportunity for redemption.

2.7 Social Media Market

Another important market is the social media market or the use of the internet nowadays. The use of the internet is increasing day by day and every day new tools are developed to connect people and companies with the help of globalization and the internet. Especially for the film industry this is an important component, as the focus is not on television but on online portals and social media channels. The total number of global users of social networks is predicted to be close to 2.8 billion in 2019 and is estimated to rise to around three billion in 2021. And social media are not only used more privately. Worldwide, the data indicate that more than 800 million people use social media for their work today. Zenith projects that global display ad spending—which includes video and social media—will overtake TV as the largest component of ad spending by 2021, which opens up a large market for the film industry. However, again, a distinction must be made between the different countries, as these are countries where the development of technology has taken place at different rates.

India

In a country that ranks second in the world for video consumption, cheap data is often attributed as the primary driver behind it. Although data is cheapest in India (Rs. 18.5/GB (25 cents) in 2018, Rs. 3.4/GB in 2019 (4 cents), regional content curated and consumed by natives contributed a great deal to the adoption of digital in rural India. Digital content consumption is expected to double, with over a billion of the population having a smartphone by the next decade. Users: 94% of the urban population in India has an internet subscription; which falls to a considerable low among the rural populace (only 24%), according to TRAI. There are four categories of internet users – Digital sophisticates (3%): these are tech-savvy, wealthy, and urban and prefer global and original content; Digital enthusiasts (36%): these are mainly smartphone & TV streaming users with preference for Hindi and regional content; Digital mainstream (59%): these are predominantly smartphone users and seek free content available online or bundled TV packages; Fringe users (2%): these are irregular users belonging to remote areas where internet connectivity is poor. Considering the nature of this audio-visual production agency, India is indeed a prospective market. The consumption

of audio-visual products has manifold in the country, providing a huge opportunity to use audio visual products like short videos, developmental films, documentaries and fictions films to share social relevant messages and well curated campaigns.

Germany

Among teenagers and young adults (age range 14–29 years) the use is most widespread – here 82 % use YouTube at least once a week. The video portals are most frequently used via smartphone (54%).

Italy

Productivity in the audiovisual sector is very high in Italy and is third in Europe, after Belgium and Germany. In the world audiovisual ranking, despite the economic crisis, Italy is ninth (on a par with Australia and Canada) among the top ten countries, after China, USA, UK, Japan, Germany, India, France, South Korea, with an export of 890 million euros, much higher than the sectoral import of 120 million euros.

From a historical point of view, in our country of social communication in the strict sense of the word, one can speak from the 1970s, when the reputation of the advertising medium was very low. It is in this context that Pubblicità Progresso was born, in an attempt to heal this situation. In the social sphere, advertising can flourish again. Today Pubblicità Progresso is the leader in Social Communication in Italy. Pubblicità Progresso is a free, independent, nonpartisan, nonprofit private foundation. Since 1971 it has dedicated its commitment to solving moral, civil and educational problems affecting the entire community through the creation of advertising campaigns distributed free of charge. Born as an association, in 2005 it became a foundation. The Progresso Advertising campaigns are slogans, images and

claims that have accompanied Italian society and culture for 35 years. They are curated by a special non-profit institutional foundation fighting to contribute to the solution of moral, civil and civil problems. educational community, placing communication at the service of the community. Its only weapon is the PUBLICITY MESSAGE. Giorgio Napolitano (the former President of the Republic) said "This Foundation is an excellent example of how Italy can offer well-founded reasons for international appreciation, giving itself a positive image. Advertising Progress can be considered and has often been called "a unique case in the world".

Becoming a member of the Fondazione Pubblicità Progresso is an important and concrete act of social responsibility.

Natural or legal persons, public or private, and entities, Italian or foreign, which, by sharing its aims, contribute to the life of the Foundation and the achievement of its goals, can become

Members. The Foundation is composed of the following types of members: founding members, promoting members, new promoting members and supporting members.

However, Pubblicità Progresso has not been able to keep up with the times and with the evolution of the increasingly bombarded and selective consumer

Progresso advertising has always proposed itself to its audience with the same approach, which aims to hit the recipient in his goodness of mind, but without targeting correctly and with a push approach typical of traditional marketing.

In Italy there is a fairly poor reality of unconventional communication initiatives applied to social and even less applied to fundraising. It's all still very traditional.

But traditional solutions are no longer effective or possible, it is necessary to develop and evolve towards a new stage, especially in terms of communication for social and fundraising.

ANNEX 3: MARKET & COMPETITORS

3.1 Competitors

Parallelo 41 Produzioni

<https://parallelo41produzioni.com>

Parallelo 41 produzioni was founded in 2002 with the goal of developing young talents and independent contents, as well as promoting international output and relations from Naples in audiovisuals. The company's fundamental asset is the 25 years experience in production and promotion of films, education and culture.

TechSoup

<https://www.techsoup.it/>

A potential competitor in the audiovisual sector is TechSoup, a non-profit agency founded in San Francisco in 1987 but based in **Milan**. Its mission is to help nonprofit organizations to enhance their social impact through technology and digital. TechSoup is present today in 236 countries and reaches over 1 million non-profit organizations worldwide. What differentiates us is that it does not act as an intermediary as we would like to, but helps NGOs within them. But since December 2016, TechSoup has inaugurated a new production pole

dedicated to open innovation, CSR and young talent enhancement projects, which combines the potential of profit and nonprofit.

Atlantis

<https://www.atlantiscompany.it/>

Another possible competitor is Atlantis, a non-profit strategic center in **Milan**. Their mission is to support the development and innovation of non-profit organizations and corporate philanthropy. It offers strategic consulting services and supports organizations with innovative solutions and ideas. Atlantis acts simultaneously on 4 strategic areas: Fundraising and sustainability, Communication and awareness, Development and change, Organization and efficiency.

Kopy

"We don't make videos, we create stories" – is the headliner of the Spanish Production Company KOPY, who operate mainly in **Barcelona and Madrid**. Their main focus is on Society, the NGO Sector and to tell Stories of people around the World. "At KOPY Barcelona, we are always looking for new projects. We are aware that there are many interesting initiatives and it would be a real pleasure to hear them all. We would love to be able to support you in all your struggles by providing our creativity and effort, so we encourage you to write to us and tell us what you are working on. If you believe in what you do, do not hesitate to tell us all the ins and outs of your solidarity projects "

Bildersturm Filmproduktion GmbH

<https://www.bildersturm-film.de/home>

Bildersturm is a Production Company founded in **Cologne**, Germany focusing mainly on cultural and political documentaries for the past 20 years.

Bilderfest München

https://www.bilderfest.de/index.php?article_id=3

Since its foundation in 2002, Bilderfest factual entertainment has stood for outstanding journalistic content. They are known for their high-quality and very cinematic imagery, and - when the savings stocking pinches - for the surprising use of new, unusual and cost-efficient production technology. Thanks to their narrative and visual innovation, Bilderfest has been a pioneer in format conception for years with high-end productions on the market or on German and international television.

Whether science, history or nature documentaries, documentaries, investigative reports, TV magazines, portraits, children's television or mockumentaries - the productions of Bilderfest GmbH cover a wide range of topics and formats.

Black Ticket Films

<http://www.blackticketfilms.com>

„Black Ticket Films is an award-winning media strategy agency, a production house, an independent voice – all of these and a little more.“ It is a Production House located in **New Delhi**, India with a Focus on the Environment, Sustainability, Human Rights, the Society and the work from several NGOs and MGOs.

3.2 Tactical Marketing

1. **P**roduct → **Our Production and Communication Company**, with its audio-visual offer and its international network.

2. **P**lace and **D**istribution → The three places we start from are our three main **crossroads**.

The German crossroads will be **Cologne**.

The Italian crossroads will be **Naples**.

The Indian crossroads will be **New Dehli**.

The privileged channel of our distribution is our **website**. A channel that, being online, meets our criteria of sustainability and innovation.

3. **P**romotion and **C**ommunication → Crossroads Productions and its activities will be promoted mainly through **Facebook, Instagram, Youtube and Vimeo**. We will therefore create a community with which to interact and which we will keep updated on a daily basis. Our online communication will have a physical counterpart that will take place thanks to a **press kit** that will be distributed especially at the time of pitch and screening.

4. **P**rice → The price varies depending on the project, but in general, the monetary contributions of NGOs and SECs will be minimal. The most substantial prices to think about will concern the most stable partners we will turn to. From them will come the **production fees** (10%) and the **consultancy fees** (equivalent to no less than 500 euros but may vary depending on the entity with which we interact with).

Our greatest resource in terms of price is our presence in **India**, which will allow us to count on low prices and equivalent quality.

Tactical Marketing - The Brand

The image of our brand is reflected first of all in the most visible part of Crossroads Productions: our logo. Three worlds that meet, three cultural crossroads from which to make the world a better place. To reinforce this visual **cultural intersection**, there is always our mission. Therefore, our team will build relationships consistent with it and drive away any partner whose values are not aligned with ours.

Our name describes our mission. We want to build cultural bridges that connect geographically distant places and intersect with each other. The resulting crossroads will be oases of cultural development where change will take place. The virtuous circle generated by these intersections will allow us to tell the stories of change that we aspire to show.

ANNEX 4: LEGAL ASPECTS

Crossroads Production is a company that works internationally. A company with founders who come from three different countries with three different cultures. This advantage is one of our most important assets. Through the diversity of our cultures and countries we have a maximum understanding of the importance of NGOs and small companies with a certain aim worldwide. We know how important it is to protect and preserve the world's cultures, the environment and wildlife and the people of this world.

Crossroads Production will be a combined company with 3 headquarters in three different countries. To ensure the internationality of the company, we will have an office or headquarters in the three countries from year 1 onwards.

Legal Plan

Year 1:

Partnership between Ilenia, Cassandra, and Basil registered in Germany under a GmbH with limited liability with a Branch Office in Italy which has also limited liability.

Indian Company registered with the same name and legal Status in India with Basil as Founders and Ilenia and Cassandra as Silent Partners.

→ by the end of year one we will have the main structure of the Production Company including several departments like Production, Communication & Marketing, Partnerships & Collaborations, Legal & Administration. We will have no other employees. All the work will be done by the Co-Founders in Germany and Italy.

→ we will have a small Network of NGOs and Corporate Firms who are interested in supporting Projects worldwide.

→ the Indian Company will be registered by Basil in New Delhi with Cassandra and Ilenia as silent partner. All work will be done by the Co-Founders in India, Germany and Italy.

→ by registering in all three Countries we make sure that legally and financially we have the best advantages.

Germany - Legal Situation

GmbH.

Definition:

- The GmbH is a legal form under German law for a legal entity under private law that is a corporation. The German GmbH was one of the first forms of limited liability corporations in the world.
- The GmbH is founded by one or more persons as founding shareholders (§ 1 GmbH). Shareholders can be both natural and legal persons.

Registration:

- The partners conclude a partnership agreement, the articles of association, which must be notarized.
- Since 1 November 2008, it has also been possible to establish a company in a simplified procedure. The simplified procedure pursuant to § 2 (1a) of the GmbH is reserved for foundations with a maximum of three shareholders and one managing director. It requires the use of a model protocol specified in the annex to the GmbH [5], which includes the articles of association, the list of shareholders and the appointment of the managing director. Provisions deviating from the model protocol cannot be made (§ 2 Paragraph 1a Sentence 4 GmbH).
- A GmbH only comes into existence when it is entered in the commercial register, i.e. the entry is constitutive. In addition, the articles of association are to be notarized. Afterwards a notarial certified commercial register application must take place. The

articles of association define the obligations of the founders to cooperate in the formation of the GmbH and the articles of association of the future GmbH

- The GmbH must be registered with the registration court of the district court in whose district it has its registered office for entry in the commercial register in section B. The application may only be made once at least one quarter of each share and at least an amount equal to half of the minimum share capital has been paid up
- When a GmbH is founded, notary, court and legal fees are regularly incurred by the company founders.

Costs:

- Notary: 300 – 400 Euros
- Contract: 800 Euros

- Capital requires: 25 000
 - Ilenia: 10 000 Euro Capital
 - Basil: 10 000 Euro Capital
 - Cassandra: 10 000 Euro Capital

Credibility:

- By law you are obligated to write the full name of your company including its legal form. For example: “Mango Export GmbH” or “Mango Export UG”. It means that all your business partners and customers will clearly see that the share capital of 25 000 euros has been invested or it is just a “1 euro” company.
 - This often decides if someone helps you or invests in your company since they know from the beginning how much you could invest in the company.

Working inside / outside Europe:

- Inside Europe generally no Problem → Accountant needs to be hired in the other country / Partner Organization in the Country of Origin.

Italy - Legal Situation

- Branch Office in Italy registered as a Profit Organization.
 - by the end of Year one we will have two offices in Germany and Italy, both founded by Ilenia, Cassandra and Basil since it is not required to be German nor Italian citizen to register a company.
 - Germany will be Headquarter and take care of Admin & Legal Questions, Communication & Marketing
 - Both offices will have a Production & Partnerships / Collaboration Department.

Branch Office:

Definition:

- As opposed to the establishment of an Italian company, a branch is not a separate legal entity but a foreign “unit” of the mother company. Branches do not enjoy, as such, organizational and decision-making autonomy.
- For tax purposes, branches are considered as permanent establishments and are therefore subject to taxation in Italy.
- The branch must have the same name as the parent company.
- The establishment of a branch enables the company to operate in Italy with a more streamlined, cost-effective structure than if a full subsidiary (i.e. an Italian company) were established.
- A branch is subject to the same corporate disclosure requirements with the Registrar of Companies applicable to Italian companies including, among others, the filing of: financial statements; (Accounts to be maintained but there are no reporting requirements.) / any changes in the shareholdings or directors of the Company; / any other significant corporate changes the branches representatives may be held jointly and severally liable for tax debts.

Registration:

- The establishment of a branch in Italy requires:
- Registration of the branch with the Italian Registrar of Companies (section of branches of foreign companies);
- A minimum of one director is required. It’s necessary to appoint one legal representative of the branch whose name will be shown in the Italian Registrar of Companies (the branch representative does not need to be an Italian resident and can be the same director of the foreign company);
- To have an address in Italy.
- To obtain an Italian VAT number.
- Following recent reforms, opening a branch office in Italy has become easier than in the past, the incorporation process takes a few more days (7 working days) than in some other European countries, but unlike most European jurisdictions VAT number and bank account for foreign owned companies can be obtained at a quicker time frame. The company incorporation formalities include the following:
 - Arrange articles of association and memorandum of association.
 - Execute articles of association before a public notary.

Costs:

- Minimum Capital: 1 Euro
- Notary: 300 – 400 Euros
- Contract: 800 Euros

Credibility:

- High level of control because the branch is dependent on the parent company.
- Easier registration process. You just have to present the parent company's certificates.
- Cost effectiveness (no need to pay registration fees and notary fees).
- Banks and clients may prefer dealing with an Italy company rather than a foreign branch.
- The branches representatives may be held jointly and severally liable for tax debts.

Tax Situation:

- in accordance with the "world-wide taxation principle": income generated by an Italian tax resident entity must be taxed in Italy, regardless of the jurisdiction where the income is yielded. (IRES: 27.5%).
- Both resident and non-resident companies are subject to regional income tax which, conversely, is determined on income earned in the Italian territory only. (IRAP: 3.9%).
- Non-resident companies are subject to IRES only on income earned in Italy. As a consequence, income realized by a foreign permanent establishment of an Italian company is subject to IRES, but not to IRAP, whereas an Italian permanent establishment of a foreign corporation is subject to both IRES and IRAP for Italian source income.
- VAT is levied on transfers of goods and services by enterprises, in the course of their business or professions within Italy, and on all imports into Italy.
- Foreign taxes may generally be credited against the Italian IRES tax liability, provided an equivalent clause exists in the territory from which the income derives.
- Transactions with foreign affiliated companies are closely scrutinized in order to determine whether transfer prices are at arm's length.
- Domestic companies making certain types of payments (e.g. interest, royalties, professional fees etc.) are required to withhold taxes at various rates.

India - Legal Situation

Alongside registration of 'Crossroads Production' in Germany and branch office registration in Italy, we will also have a registration in India. A new limited company under the name Crossroads Production India will be registered in New Delhi with the three founders. A pan card and bank account will be opened in the name of the company. The newly registered company will be able to offer communications and productions services to all states within the Indian territory.

GST (Goods and services tax) registration will be applied for the new company making it legally viable to accept bank loans, crowdfunding and online transactions.

The newly registered company in India will in principle run along the same vision, mission and team structure of that of Crossroads International. However, businesses and revenue flow will be concentrated inside the Indian territory.

The Indian team member, freelance editors and production crew in India will be employees of the new company.

Decision making will be by the board which consists of all team members from the Crossroads International company.

In the wake of sustainable business in a long run, the legal projection is a merger of the Indian company with Crossroads at an optimum time.

Costs:

- In total 800 – 1000 euros including registration of documents, opening of bank account, registering for GST tax and Pan card registration.

ANNEX 5: FINANCIAL ASPECTS

Crossroads is a company that will work in three different countries and is legally and financially registered in all three countries. This point makes the financial part absolutely important, because the financial part is the basis and the beginning of Crossroads.

5.1 Set-up Costs

As already described in the upper part, we will register Crossroads Productions in all three countries in the first year in order to build up an international network right from the start and to achieve best quality for the best possible price.

Set-up Costs/ REGISTRATION / LEGAL FEES			
	G	It	In
Required Capital	25.000	1	/
Notary	300	250	650
Contract / Legal Fees	800	800	150
Website			2000
Showreel			500
Own Equity			
	10 200	10 200	10 200
Silent Partner	/	/	/
Funds	/	/	/
Total Requirement		30.451	
Total Budget available		30.600	

Info: In order to register a GmbH (S.r.L) in Germany you need a min. capital of 25 000 Euro)

All three founders will put a share capital of 10.200 Euro into the companies.

This capital stock will be sufficient for the registration in Germany, Italy and India and will give Crossroads Productions the possibility to work legally and financially in all three countries from the beginning. In addition, this gives the companies the opportunity to be independent from the start and not have to include silent partners in the registration contract or apply for funds.

Website and Showreel are also included in the Set-up Costs, since the Website is one of the most important assets and words as a Business Card for potential Clients and Partners.

5.2 Production Costs

Since the production of content is of course the heart of Crossroads Productions, an important part of the financial part is the cost of a production.

In general, these costs are not covered by the respective production company, but by the client, which in this case is the corporate company. With the help of our Communications and Business Plan we create a calculation for the content of an NGO and let this be included in the overall calculation. The costs of the respective calculation are then deducted from the total budget, which the corporate company ideally provides to the NGO.

In addition, it is normal in the film industry to take a producer's fee for the work of the producers, which is normally 10%.

Crossroads Production will also take a Consultancy Fee from the respective corporate companies, which are not included in the production costs but are contractually fixed. (These costs will appear on the respective income statements).

The Production Costs are also an important part of our Break-Even Analysis. In order to understand when we break-even we need to understand how many productions we need to produce each year with a certain profit, consultancy fee and producers' fees. Under the Productions Costs Template is a small chart with a number of productions for the first 3 years, which allow Crossroads to make no minus after 2 years.

Production:	Neyo.			Budget Draft Date:			
Length:	25 min			Shooting Dates:	4 Shooting Dates		
Location:	Nepal / India						
Account #	Category	Specifics	Cost	w/Tax	Budget	Actual Cost	
001	Script & Rights		0	0	0 €	0 €	
002	Producer		2500	0	2.500 €	2.500 €	
	Co-Producer		2500	0	2.500 €	2.500 €	
003	Director		2500	0	2.500 €	2.500 €	
004	Cast		0	0	0 €	0 €	
ABOVE THE LINE TOTAL:					7.500 €	7.500 €	
005	Travel		5000	0	5.000 €	5.000 €	
006	Hotel & Lodging		2000	0	2.000 €	2.000 €	
007	Food		150	0	150 €	200 €	
008	Camera	Crew	2100	0	2.300 €	2.300 €	
009	Lighting	Crew	0	0	0 €	0 €	
010	Sound	Crew	800	0	1.000 €	800 €	
011	Camera & Sound Rent		1500	0	1.500 €	2.000 €	
012	Art Dept	Props, Wardrobe etc.	0	0	0 €	0 €	
013	Office Expenses	Paper supplies, fax, internet etc.	50	0	80 €	50 €	
014	Petty Cash		500	0	500 €	500 €	
015	Film or Tape Stock		300	0	300 €	300 €	
016	Lab	Developing, dailies, etc.	0	0	0 €	0 €	
017	Insurance		1500	0	1.500 €	1.500 €	
018	Editing		700	0	800 €	800 €	
019	Shipping		0	0	0 €	0 €	
020	Still Photos	Photographer, film, developing, etc.	0	0	0 €	0 €	
021	Contingency	10% of production costs			1.513 €	1.545 €	
PRODUCTION TOTAL:					16.643 €	11.995 €	
022	Final Post Online	Conform, Color Correction, etc.	1000	0	1.500 €	1.500 €	
023	Final Post Mix	Sound mixing session	800	0	900 €	800 €	
024	Marketing	Festival fees, screeners, postage	500	0	400 €	500 €	
POST PRODUCTION TOTAL:					2.800 €	2.800 €	
GRAND TOTAL ESTIMATE:					0 €		
GRAND TOTAL BUDGET:					26.943 €		
ACTUAL GRAND TOTAL:					22.295 €		

5.3 Budget

The shown Template shows the Budget and all the Costs for the first three years of Crossroads Productions in India, Germany and Italy. All three countries have they Advantages, and we will use them all carefully in order to have the best product. The Budget does not show any Revenues / Loans or Funding's. Later in the Income Statement, which will show all Expenses and Revenues the difference between the Countries will get clear.

BUDGET CROSSROADS PRODUCTION YEAR 1. - 3.

Activity / Expenses	Year 1.			Year2.			Year 3.		
	G	It	In	G	It	In	G	It	In
Capital required	25000€.	1	/	/	/	/	/	/	/
Notary Costs	300 €	250	650	/	/	/	/	/	/
Contract / Legal Fees	800 €	800	150	/	/	/	/	/	/
Salary Founder	1.800 €	1.800 €	900 €	1800	1800	900	1800	1800	900
Salary Assistant	1.600 €	1.600 €	500 €	1.600 €	1.600 €	500 €	1.600 €	1.600 €	500 €
Webiste	/	/	2000	/	/	500	/	/	300
Show reel Budget	/	/	500	/	/	500	/	/	500
Membership Fees	63,41 €	/	/	63,41	63,41	/	63,41	63,41	/
Costs for project	1.000 €	1.000 €	345	1500	1500	345	2000	2000	500
Co-working Space	/	/	/	/	/	/	/	/	/
Telecommunication	30 €	30 €	20	30	30	20	100	50	37
Editing Software	/	/	/	/	/	/	/	/	/
Interests	/	/	/	/	/	/	260,00	/	/
Monthly Payment	4.493,41 €	4.430,00 €	1.765,00 €	4.993,41 €	4.993,41 €	1.754,00 €	5.823,41	5563,41	1437
One-Time Investment	26.100€.	1.051,00 €	3.300,00 €	/	/	1.000,00 €	/	/	800
TOTAL	158.711,92€.			141.889,84			154.684,84		

5.4 Loans - Germany and India

An important part of the registration and the process at the beginning are two loans, one in Germany and one in India.

As it is a for-profit organization, it is a standard procedure to take out a loan to be liquid for the first few years.

In addition, our HQ will be in Germany, a country with a strong economy that has always supported small businesses through loans.

As with any bank, in Germany and India, collateral must be presented to ensure that the loan is obtained and that the bank has security in the event of non-repayment. Since the Crossroads Team already put down most of their privately-owned Capital in registering the Company most of capital will physical.

KfW-Loan - Germany

The KfW or "Credit Institute for Reconstruction" is a development bank. It is the largest national development bank in the world and the third largest bank in Germany in terms of

total assets. It was founded in 1948 on the basis of the law on the Credit Institute for Reconstruction as a public law institution.

KfW's task is to implement public contracts such as the promotion of small and medium-sized enterprises and business start-ups, the granting of investment loans to small and medium-sized enterprises and the financing of infrastructure projects and housing construction, the financing of energy-saving technologies and municipal infrastructure. Other fields of activity include educational loans and film financing.

In 2018 KfW provided a total of 46 billion euros for these activities, which corresponds to one percent of KfW's total financing volume. Across all fields of activity KfW promotes environmental and climate protection projects.

Crossroads Production will apply for the ERP-Program which is a Program inside the KfW Bank. The ERP is the European Reconstruction Program.

ERP-Gründerkredit – StartGeld

Bis zu 125.000 Euro für Ihr Gründungsvorhaben

KREDIT
067

Das Wichtigste in Kürze

- Ab **1,56 %** p.a. effektiver Jahreszins
- Finanzierung von Investitionen und laufenden Kosten
- Existenzgründung und Festigung im Neben- oder Vollerwerb bis zu 5 Jahre nach Gründung
- Leichter Kreditzugang: KfW übernimmt 80% des Kreditrisikos
- Kein Eigenkapital erforderlich

Wie geht's weiter?

Crossroads Productions has chosen the ERP loan because it is one of the few loans that gives a company that works Europe-wide the opportunity to use the money for the development of the company Europe-wide.

Since it is the ERP – European Reconstruction Program, the loans can be used for small companies operating within Europe. The ERP is a de minimis aid which gives it to be spent not just inside one country but inside the EU. De minimis aid is considered to be so small that its impact on competition in the EU is not appreciable. In order to ensure that de minimis aid does not distort competition by providing more than one de minimis aid to the same undertaking, the aid value of all de minimis aid that can be granted to an undertaking is limited. The Limit which was set from the European Parliament is 125.000 Euros. Since we only will require a Loan up to 30 000 Euro Crossroads production will be within the Limit. (The Loan is not due for the first two years, after year 2 we will have a monthly payment of 260,42 Euro).

Another advantage is that KfW does not require a big amount of Capital or Collateral. However, it is recommended to provide a small amount of equity or collateral to have a

better credit rating. For this reason, Crossroads Production will compile a list of various physical items that will provide a total collateral of approximately 14.300 Euro.

Since we are aware that we are a small company which is founded by 3 people who do not have a lot of professional experience and therefore generally have a smaller chance of being supported, we have listed a few examples of people and organizations who have been supported by the ERP program of the KfW with the ERP start-up loan in order to strengthen our point.

LOAN Collateral (KfW - ERP Programm)			
Form of Investment	G	It	In
Capital	/	/	/
Cash Investment	500	500	200
Notebooks / Technological Expertise	2500	2500	1200
Car	5000	/	1000
Inventory		400	500
Total	7500	2900	2700
Total Collateral		14.300	

Info: KfW is the Credit Institute for Reconstruction)

ERP = European Recovery Programm, which is made for small and young companies supporting the European Economy / German Economy

The KfW Bank is setting a big focus on promotion of the creative industry.

“The cultural and creative industries are one of the most dynamic branches of the German economy. With a contribution of 102.4 billion euros in 2017 alone, it has developed into the second largest industry in Germany behind the automotive industry. These include the music industry, book industry, film industry, broadcasting, performing arts, design industry, architecture, press, advertising market, software and gaming industry. “



»» Förderung der Kreativwirtschaft

Die Kultur- und Kreativwirtschaft ist einer der dynamischsten Wirtschaftszweige Deutschlands. Mit einem Beitrag zur volkswirtschaftlichen Gesamtleistung von 102,4 Mrd. EUR im Jahr 2017 hat sie sich hinter der Automobilindustrie zur zweitgrößten Branche entwickelt. Dazu zählen Musikwirtschaft, Buchmarkt, Kunstmarkt, Filmwirtschaft, Rundfunkwirtschaft, Darstellende Kunst, Designwirtschaft, Architekturmarkt, Pressemarkt, Werbemarkt sowie Software/Games-Industrie.

Examples for the funding inside the Creative Industry from the KfW Bank with the ERP Program and a small Loan:

- Biography on demand. **Thiemann brothers** write life stories in their Company “Memories” (Memories is a company publishing and telling the life stories of normal people, of society).
- Digital strategies – Ronald Frank starts his own **Advertisement Company** in Frankfurt (Strategic consulting and strategic design become his trademark).
- Enzo Augello sells **multidimensional works** and turns his dream into reality.

Mudra Yojana Loan – India

The Pradhan Mantri Mudra Yojana or PMMY is a flagship scheme of the Government of India to extend affordable credit to micro and small enterprises.

Mudra loans are designed to bring enterprises into the formal financial system, or to “fund the unfunded”. Loans under PMMY scheme are available to non-farm micro or small enterprises engaged in income generation through manufacturing, trading and services. Enterprises involved in allied agricultural activities can also apply for Mudra loans.

- One of the key benefits of a Mudra loan is that borrowers are not required to provide security or collateral. Additionally, there are no processing charges on Mudra loans.
- The credit facilities extended under the PMMY can be for any type of fund or non-fund-based requirements. Hence, borrowers can use the Mudra loan scheme for a variety of purposes. The credit from Mudra loans can be used for term loans and overdraft facilities, or to apply for letters of credit and bank guarantees.
- There is no minimum loan amount for Mudra loans.

5.5 Silent Partner

Since we are a small and very young team, we are aware that money and a network are hard to come by.

For this reason, especially in the beginning you have to rely on friends and family. For this reason, we have looked for a partner who is both family and has expertise in the film industry. Dürbeck & Dohmen are René and Jumpel from Cologne, Germany. Both have been working in the music and film industry for more than 20 years and compose film music for national and international films and series. Both know each other from their youth and discovered their passion for music at an early age. Through many well-known projects and the German Music Authors Award which was given to them in 2017, they have made a name for themselves in Germany and have a large network of producers, directors, musicians and other well-known people within the film music industry, which makes them a perfect partner for Crossroads Production.

With an investment of 15,000 euros, they help Crossroads production get started and support the team.

Crossroads production and Dürbeck & Dohmen will cooperate closely and exchange work and network. Besides their work as composers for various productions, Dürbeck & Dohmen have also founded the platform Cinematique Instruments, which allows people to download different sounds, noises and instruments for productions which they created. Another aspect that is a big advantage for Crossroads and gives the team the possibility to keep the productions on a high musical level.



5.6 Income Statement

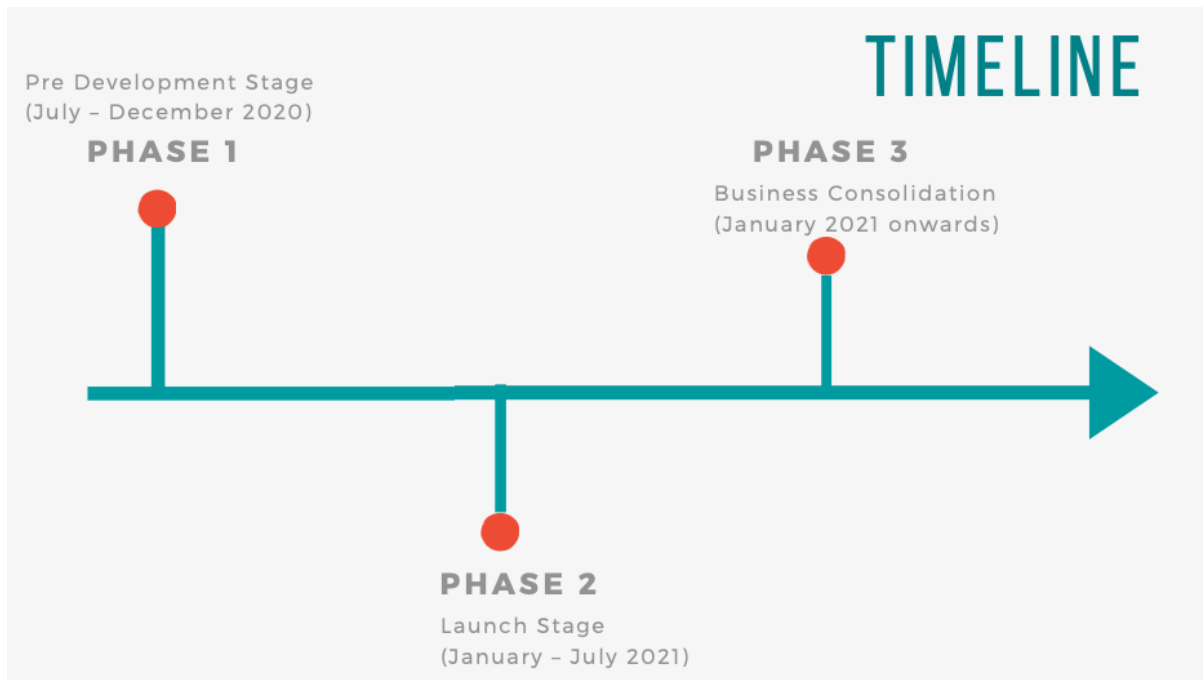
Income Statement Germany / Italy			
	Year 1.	Year 2.	Year 3.
Revenue			
Consultancy Fees	/	40.000	50.000
Consultancy Fees NGO's	/	/	6.000
Producers Fee (10%)	16.166	21.554	26.943
Profit Movies (10%)	27.852	37.136	46.420
Silent Partners	15.000	/	/
Owners Equity	27.300	/	/
ERP Loan	30.000	/	/
Retained Earnings			
Total Revenue	116.318,00	98.690,00	129.363
Expenses			
Interests (1,55%)			3120
Salaries (with Taxes)	81.600	81.600	81.600
Set-up Costs / Legal Fees	27.151	/	/
Travel Expenses	24.000	36.000	48.000
Office Expenses	/	/	/
Rent Expenses	/	/	/
Telecommunication Expenses	720	720	1800
Membership Fees	760,92	1521,84	1521,84
Total Expenses	134.231,92	119.841,84	136.041,84
Income before Taxes	-17.913,92	-21.151,84	-6.678,84
Taxes on income (19%)	0	0	0
Net income after Taxes	-17.913,92	-21.151,84	-6.678,84
Netincome after Loss		-33.819,76	-20.536,60
Netincome after Retained Earnings	-12.667,92	-13.857,76	44.430,06
NET INCOME (LOSS)	-12.667,92	-13.857,76	44.430,06

Income Statement India			
	Year 1.	Year 2.	Year 3.
Revenue			
Consultancy Fees	/	20.000	30.000
Consultancy Fees NGO's	/	/	/
Producers Fee (10%)	8.083	10.777	16.166
Profit Movies (10%)	13.926	18.568	27.852
Silent Partners	/	/	/
Owners Equity	3.300	/	/
Loan	5.000	5.000	/
Total Revenue	30.309,00	54.345	135.240
Expenses			
Loan			10.000
Salaries (with Taxes)	16.800	16.800	16.800
Set-up Costs / Legal Fees	3.300	1000	800
Travel Expenses	4.140	4.140	6.000
Office Expenses	/	/	/
Rent Expenses	/	/	/
Telecommunication Expenses	240	240	444
Membership Fees	/	/	/
Total Expenses	24.480,00	22.180,00	34.044,00
Income before Taxes	5829	22.180,00	100.196,00
Taxes on income (10%)	582,9	2218	10.019,60
Net income after Taxes	5246,1	19.962,00	97.450,90
Net income after Retained Earnings	0,1	0	
NET INCOME (LOSS)	0,1	0,00	32.484,24

This Template shows the Income Statement from India in Euros. Above is the same Income Statement adapted in Rupees.

Income Statement India			
	Year 1.	Year 2.	Year 3.
Revenue			
Consultancy Fees Corporate	/	₹16,00,00 (Lakhs) 20000 (EUR)	₹24,00,000 (Lakhs) 30.000 (EUR)
Consultancy Fees NGO's	/	/	/
Producers Fee (10%)	₹ 6,46,640 (Lakhs) 8082,75 (EUR)	₹8,62,160 (Lakhs) 10.777,2 (EUR)	₹12,93,280 (Lakhs) 16.165,8 (EUR)
Profit Movies (10%)	₹11,14,080 (Lakhs) 13926 (EUR)	₹14,85,440 (Lakhs) 18.568 (EUR)	₹22,28,160 (Lakhs) 27.852 (EUR)
Silent Partners	/	/	/
Owners Equity	₹2,64,000 (Lakhs) 3300 (EUR)	/	/
Loan	₹4,00,000 (Lakhs) 5000 (EUR)	₹4,00,000 (Lakhs) 5000 (EUR)	/
Total Revenue	₹24,24,720 (Lakhs) 30.309 (EUR)	₹43,47,600 (Lakhs) 54.345 (EUR)	₹1,08,19,200(Crores) 135.240 (EUR)
Expenses			
Loan			₹8,00,000 (Lakhs) 10.000 (EUR)
Salaries (with Taxes)	₹13,44,000 (Lakhs) 16800 (EUR)	₹13,44,000 (Lakhs) 16.800 (EUR)	₹30,44,000 (Lakhs) 16.800 (EUR)
Set-up Costs / Legal Fees	₹2,64,00 (Lakhs) 3300 (EUR)	₹18,000 (thousands) 1000 (EUR)	₹64,000 (thousands) 800 (EUR)
Travel Expenses	₹3,31,200 (Lakhs) 4140 (EUR)	₹3,31,200 (Lakhs) 4140 (EUR)	₹4,18,000 (Lakhs) 6000 (EUR)
Office Expenses	/	/	/
Rent Expenses	/	/	/
Telecommunication Expenses	₹19,200 (thousands) 240 (EUR)	₹19,200 (thousands) 240 (EUR)	₹35,520 (thousands) 444 (EUR)
Membership Fees	/	/	/
Total Expenses	₹19,58,400 (Lakhs) 24.480 (EUR)	₹17,74,400 (Lakhs) 22.180 (EUR)	₹27,23,520 (Lakhs) 34.044 (EUR)
Income before Taxes	₹4,66,320 (Lakhs) 5829 (EUR)	₹17,74,400 (Lakhs) 22.180 (EUR)	₹80,15,680 (Lakhs) 100.196 (EUR)
Taxes on income (10%)	₹46,632 (thousands) 582,9 (EUR)	₹1,77,440 (Lakhs) 2218 (EUR)	₹8,01,520 (Lakhs) 10019,6 (EUR)
Net income after Taxes	₹4,19,688 (Lakhs) 5246,1 (EUR)	₹15,96,960 (Lakhs) 19.962 (EUR)	₹77,96,000 (Lakhs) 97.450,9 (EUR)
Net income after	₹8	₹0	₹25.98.720 (Lakhs)
NET INCOME (LOSS)	₹8	₹0	₹25,98,720 (Lakhs)

ANNEX 6: TIME-LINE



The project time explains in brief the plan of action for the pre-launch, launch and consolidation of the business. In this particular case the timeline will give an overview of three main developmental stage of Crossroads agency. It includes the various components and the deployment of resources, HR strategies, communication plans and operational processes in each of the business development stages of the organization.

Primarily the phases of business development can be categorized into three major sections, which are as follows: 1. **Pre business launch , Launch and marketing, Business consolidation, partnerships and expansion.** For this thesis purpose, we assume that the phases start from July 2020, when the project is approved by the concerned authorities.

Phase 1 – Pre-Development Stage (July – December 2020)

Administration & Legal

- Finalization of the company form to be registered in Germany and India.
- Branch registration in Italy.
- Contracts and legal formalities completed.
- Submission of documents and registration fees at the concerned authority.
- Signing of the contracts by founders or partners.
- Notarizing and authorization of the registration documents.
- Opening of company bank account.

Funding

- Registration fees (25,000 euros) to be acquired from founding partners.
- Receipts to be issued for the funding.
- Preparing list of capital finance sources and existing investments like equipment, inventory, communication hardware etc.
- Approaching prospective ‘silent partners’ and well-wishers for capital funding.
- Approaching ‘credit institutions’ for credit options and diverse investment options.
- Budgeting and financial allocation for this phase of business.

Communication & Marketing

- Launch of social media handles for the company and sharing of mission-based content.
- Content discussion and design preparation of the company website.
- Production of company show reel based on mission and value objectives.
- Preparation of prospective client list and first contact with them.
- Preparation of project pitch kits and documents for prospective clients.
- Launch of social media marketing and company’s services promotions on service sites, third party portals etc.
- Mailers to prospective clients and well-wishers introducing the company.

Human Resource & Team Formation

- Founding partners to sign contracts and complete legal formalities.
- Hiring of part time legal advisor to take care of all registration and legal requirements.
- Job allocation among the founding partners to streamline activities of phase 1.
- Hiring of website developer or agency to create website.
- Database preparation and logging of list of prospective clients.
- Allocation of resources to the team like hardware, softwares, meeting requirements etc.

Phase 2 – Launch Stage (January – July 2021)

Administration & Legal

- Administrative support for client appointments, client visits and meetings, project pitches.
- Facilitation of weekly meetings, monthly reporting, workflow mechanism.
- Contracts and legal agreements with silent partners and investors.

Funding

- Capital investment commitments from silent partners and well-wisher investors.

- Meetings with credit institutions and capital investments from them.
- Budgeting for the next phase of business.
- Financial projections and allocation of funds.
- Project financial performance and receipts preparation.
- Financial processes training for the partners and freelancers associated with the project.

Communication and Marketing

- Launch of company website with all needed communication and marketing content including the show reel.
- Social media marketing and google advertisements to be used for promoting the company website.
- Cliental logos and details to be updated on the website.
- Company brochure designs and project pitch documents to be finalized and rolled out for offline marketing and client meetings.
- Company website, present projects, cliental information etc. to be promoted through social media platforms.

Production

- Pre-production, production and postproduction processes to be finalized and briefing done to founding partners and freelancers for effective work schedule.
- Production projects to be streamlined into processes and completed in coordination with client's requirement and assured production quality.
- Project status, timelines and resource requirements to be updated periodically.

Human Resource and Team Formation

- Contact list of prospective freelance cinematographers, editors, asst. directors, Lightman etc. to be prepared and contacted as per each project's requirement.
- Contracts with equipment rental companies for production.

Phase 3 – Business Consolidation (January 2021 onwards)

Administration and Legal

- Continuous facilitation of client meetings, project pitch travelling's, in-house.
- meetings and collaborations.
- Legal contracts and registration of Italian branch office.
- Registration of the company with like-minded associations, portals, service aggregators etc.

Funding and Accounting

- Assessment of credit funding, its allocation for business development and
- returns offered.

- Financial assume that of each project, based on costs incurred and overall profit.
- Internal auditing and course rectification for financial optimization.
- Financial projections for break-even figures, processes to reach break-even point a projection to expand business.
- Timely revision of payment structure for in-house employees and freelancers.
- Specific budget allocation for communication and marketing, business.
- development, new hiring and running of new branch in Italy.
- Applying for grants, production funds and public investment for new project.

Communication and Marketing

- Paid Social media and online promotions of company services.
- Representation of clients and project details on a daily basis on all communication channels.
- Regular email newsletters to prospective clients and well-wishers.
- Showreel updating with new clientele logos and details.
- Marketing mailers, press kits and offline promotional screening events to be conducted.
- Project wise coordination to be assigned to a producer in charge.
- Production to start in Italy for clients there.
- Long term MOUs and contracts to be signed with MGOs, NGOs and even corporates for continuous productions.
- Team representative should take charge of Italian office and carry out
- marketing and production.
- Second tier of employees to be appointed in production, communication and marketing department.
- Interns and contract freelancers to be identified for business development and production activities.

ANNEX 7: COMMUNICATION PLAN

Therefore, its equally challenging and exciting to devise and internal and external communication plan for the launch, marketing and sustainable business promotions of the production agency.

To bring things into perspective, we as a team have used few important communication tools and components which help us market the exclusive services to the target consumer groups, in this case the SE's, NGOs, MGOs and corporates. The proposed communication

plan will also help the the agency's launch, production of first film, media interaction and reaching the target customer groups with customized services and consultancies.

Annexure *(The below details are also mentioned in the PPT attached with this submission).*

Different Stages of Communication Plan

Stage 1: Pre-Soft Launch *(Objective: Create needed communication channels and use value-based content to create target group for future communications).*

This stage will primarily focus on creating various important communication tools and intended content for the organization. Also, there will be roll out of value-based content sharing and creation of target group through social media.

Instagram/Facebook

- Introduction of the company name/logo/other details.
- Information/posts on social/environmental issues and developments. The broad vision of the company being discussed through existing content online through photographs, text graphics, graphical presentation, shared videos etc.
- Did you know section, information corner, latest NGO and developments news and reviews, facts about visual storytelling etc. to be shared on social media handles.
- Attempt to build a vision-oriented image for the company and create a communication target group.

Website/Landing Page

- Deciding tabs and pages, content creation, segmentation of the website, website designing and development, dummy landing pages.
- Trial runs of the website, expert reviews and market testing.
- Google AdWords selection, SEO adaptation, target group segmentation.

Show Reel

- Scripting & screenplay of the show reel.
- Shooting and editing of the show reel.
- Review, re edit of the show reel and final mastering.

Company Brochure

- Research and content creation for the brochure.
- Designing the online version.

Sponsorship/Project Pitch Document

- Research, writing and creating the document for pitches.
- Create customized pitch notes/documents.
- Designing, printing and preparation of the kit.

Stage 2: Soft Launch (*Objective: Use the website to launch business online and create prospective clients and businesses*)

This stage is characterized by the launch of the organization's website, thereby inviting prospective clients for business. It will also see online marketing and promotions of the services and mission of the organization.

Instagram/Facebook/LinkedIn

- Information about company services, activities and launch.
- Show reel launch on social media pages.
- Project/Sponsorship pitches shared online.
- Information/posts on social/environmental issues and developments. The broad vision of the company being discussed through existing content online through photographs, text graphics, graphical presentation, shared videos etc.
- Did you know section, information corner, latest NGO and developments news and reviews, facts about visual storytelling etc. to be shared on social media handles.
- Create a linked in page for the company and connect with potential partners and support groups.

Emails

- Create a client base mailing list.
- Create mail chimp with company launch details, services and sponsorship/project pitch doc.
- Sent out mail chimp and review responses.

Website

- Final website version to be launched with mission, values, vision, services, show reel, team details, contacts, partner list and & first film details (if any projects are on).
- Web link to be promoted through social media pages/personal contacts/databases/targeted clients.

Show reel

- Final version to be released online as a launch activity.
- To be promoted through all online channels.

Company Brochure

- Final online version to be integrated to website and social media.

Sponsorship/Project Pitch Document

- Final document to be sent through mail chimp, customized mails and integrated into the website.

Launch Film Fundraising (This can be in Stage 1 also depending on project conversions and sponsorship for launch film)

- Identifying fund raising platforms and create a funding page.
- Integrate launch film details along with company information.

- Promote fund raising portal page on all social media pages.
- Sent out funding appeal to select mailing list contact.
- Use other platforms to share the funding appeal.

Stage 3: Pre-Official Launch (*Objective: Activate fundraising for launch film and align communications for the official launch*)

This stage will primarily focus on the preparation of the launch of the first film, which will also act as the official launch of the agency. Communications and content dissemination will reflect this narrative.

Instagram/Facebook

- Launch Film/Project details to be announced and shared through social media.
- Activities of the company and projects to be shared.
- Launch film screening event details.

Website/Landing page

- Focus shifts to launch film news, story details, first look posters, sponsorship details etc.
- Sponsors/influencers/story ambassadors/partner NGO details, short testimonies to be shared.
- Launch film screening event details.

Launch Film

- Teasers/trailers to be shared through social media and web channels.
- BTS videos to create promotions.
- Creatives to be finalized and shared.

Launch film event (film screening + panel discussions)

- Online promotions of the launch screening
- Create invitee list for the event (NGO partners, Sponsors list, select audiences, community leaders etc.)
- Personalized email invitations to be shared with invitee list.

Stage 4: Post Official Launch (*Objective: Refocus communication towards promoting businesses and services. Primary approach to get new clients and sustainable projects*)

This is an extended communication phase which will be entirely focused on assisting the agency's business and marketing creating new projects and prospective clients.

Instagram/Facebook

- Launch Film event details to be shared through social media.
- Share the presence of sponsors/project partners.

Film launch press

- Press release to media house of the film and launch event.
- Contacting and inviting select media house to be part of the event and contribute film review stories.

Film launch event kit

- Customized brochure of the film and company details to be shared with all invitees.
- QR code integrated online and offline sharing of the customized brochure.
- Trailer, teasers, BTS, Testimonies to be shared through screen.
- Sponsorship details and partner details to be highlighted.
- Company details and services to be highlighted through online and offline channel.
- Panel discussion and audience connect session materials to be researched.

Stage – After official Launch

Instagram/facebook/Linkedin

- Information about film launch event and new partnerships to be shared.
- Project/Sponsorship pitches shared online.
- Information/posts on social/environmental issues and developments. The broad vision of the company being discussed through existing content online through photographs, text graphics, graphical presentation, shared videos etc.
- Did you know section, information corner, latest NGO and developments news and reviews, facts about visual storytelling etc. to be shared on social media handles.

Sponsorship/Project Pitch Document

- Create customized pitch notes/documents based on each work order and communication.

Website

- Web link to be promoted through social media pages/personal contacts/databases/targeted clients.
- Website content to be updated with event details, new partnerships, sponsorships and daily activities.

Selected Communication Components & Channels

Social Media (Instagram, Facebook, LinkedIn): The social media handles will be used in each communication stage for a specific purpose. Initially it will be used to share content based on the agency's values. (eg. various content on gender equality, environment issues etc.).

Later the communications will focus on the services of the agency, details of the launch film, partner's details and eventually project & business news and information.

Show reel: One of the most important visual communication tools for the organization. It is a short video in which the all significant aspects of the agency are highlighted like services, major partners, clients etc. It will function as the advertisement of the agency highlight the mission and values.

Website: The agency website is the most important communication component. It is the showcase and springboard of the agency which will contain all the promotional materials. It will act as the virtual portal for customers and clients to understand the agency and its unique services. All the communications of the agency will be parked on the website creating a sustainable and looped communication network.

Launch Film: It will be the first project of the production agency. Depending on the availability of the partnership and funding, the film will either be sponsored by and MGO or corporate for an NGO or it will be crowd funded project for the NGO. In either scenario, the launch film will be used as an extensive communication tool for the official launch of the production agency, its services, partners and reason for existence.

Press: Considering that the launch film will be primarily based on a development issues produced for an exclusive campaign of an NGO and SE's, the association with local and regional press and media house will be yet another effective communication tool to share the message of the launch film and also of the launch of the production agency.

Company Brochure: While most of the communication tools and components of the production agency are online, the company brochure is also available in an offline printed format. In short it is the company show reel in a printed format. It will have all the details of services, partners, contact etc. This will be used along with customized project pitch document when meeting clients, prospective partners and well-wishers.

ANNEX 8: RISK MANAGEMENT PLAN

As a production agency providing creative audio-visual production services and communication consultancies, the nature of risk expands to different stages of business. The need is to understand and forecast certain risks like production funding, content quality, timelines and prepare alternative methodologies to navigate through the same. As production is highly resource oriented and funding intensive, a careful and risk mitigated plan must be deployed since launch of the production agency.

As part of this Business Plan, the below table will give a brief description of the immediate expected risks, its impact and remedies for a sustainable business.

8.1 Risk Management Chart

Risk Category	Risk Description	Probability	Impact	Prevention/Remedy
Projects/ Market	Lack of projects as per estimated timelines	Medium	High	Plan project pitches with prospective clients and marketing campaigns well in advance even before the launch of the company website and official launch. The official film launch should be produced by an MGO or corporate partner. A quarterly target of number of project pitches and conversions must be targeted. Also, subsidiary activities like communication consultancies, training programs, equipment rentals, print content creation etc. must be deployed to create supporting business.
Partners	Lack of funding partners and sponsors.	Medium	High	Each project must be motivated by a funding partner or sponsor. An effective and convincing story by the NGO can only be produced into a film with adequate production cost. The story hunt must happen alongside funding pitches and sanctions. Such story theme must be followed which has a similarity with the CSR policy of prospective funding corporate or theme similarity with a corresponding MGO. The attempt must be to sign long term MOUs with funding partners for multiple films or series, therefore confirming sustained funding and business.

Budget Forecasting	Budgets and budgeting forecast which does not take into account unforeseen expenses and subsidiary costs.	High	High	As production money is the only means of revenue for the company, the budget forecasting must be appropriate to manage subsidiary costs. The strategy must be to create budgets keeping in mind inclusive costs even including salaries and company profit margin. Funding pitch for a film must not just focus on short term film costs but also long-term company sustaining costs. Also, parallel communication, media trainings, content creation and consultancy activities must be developed to generate more revenue.
Freelance team	Unavailability of the right and cost-effective freelance team for each production	Medium	Medium	Each production project needs the right team of freelancers including cameraperson, directors, executive producers, editors, assistant etc. to create the best output. To avoid unviability of the right talent in the estimated budget, the production agency must have a permanent directory of freelancers and contracts with them. Slowly have in house technical staff completely dedicated to the project. They can also approach online and offline creative recruiting agency for the same. Freelance team budgeting should be integrated to the price list of the services provided.

Time	Lack of adhering to production timelines, resulting in over budgeting, crossing deadlines etc.	High	High	Most of times, production times lines are compromised due to various internal and external factors. Deadlines sacrosanctity is compromised leading to non-profitable businesses. Planning for production with all components and external factors is the only solution for the same. Reserve days, geographical considerations, line editing, sample drafts, trail shoots and production controlling etc. are few options to resist this risk.
Creative Quality /Client Aspiration	Unable to meet the client aspirations and quality requirements when delivering audio visual content	Medium	Medium	In creative production services, quality maintenance and creative satisfaction of client is of paramount importance. Prior script approvals, draft video/film approvals by clients, different version for each video/film, industry standards adherence are few options available to mitigate this risk.

ANNEX 9: HR MANAGEMENT

9.1 HR Plan

Crossroads is a pro profit production company founded by three representatives from Germany, Italy and India. The founding representatives will also be the first employees of the company. As a standard practice in the production industry, the company will have minimum employees on roll who will be the creators of production projects, implementation plan and also the creatives.

Skills Required for the organization

- Scripting, audio video breakdown analysis
- Audio video direction
- Cinematography
- Lightman

- Assistant cinematography
- Assistant direction
- Sound designing
- Graphics
- Audio video editing
- Music composition
- Creatives
- Communication
- Social media marketing
- Online and offline marketing
- Client relations
- Project pitching
- Legal advisory
- MOU documentation

Working Departments of organization

- **Production Department:** Primary job is to coordinate and implement all pre-production, production and postproduction of each project. The team will be creating scripts, hiring the needed resources for shoot, shooting, editing and creation of final video / film. The department will have directors, camerapersons, sound designers, editors, graphic designers and music composers. Under the production department.
- **Communication Department:** The team is responsible for creating marketing content for all online and social media channels of the organization. Creation of customized project pitches for NGOs, MGOs and Corporates are included in the responsibility list of this department. They are also responsible for research, learning and development and internal communication in the organization.
- **Marketing Department:** A subsidiary of the communication department, this team is focused on marketing the service of the organization and client relations. Each project meetings, MOUs, contracts, business conversions, sustained client relations are primary responsibilities of this team.
- **Legal Department:** Starting from the registration of the company in Germany, contracts, MOUs, production consents, equipment rental contracts and all other legal aspects of the organization will be handled by this department.

Costs

Generally, all freelancers are independent of the monthly costs of Crossroads, because these costs are included in the individual production costs. As can be seen in the production costs in the financial part of the annex.

Besides the monthly salary, which the founders will receive, we will employ 3 assistants, who will assist the three founders in all things and support them in their daily work.

Salary of the three Founders & Assistants

Salary Founder	1.800 €	1.800 €	900 €
Salary Assistant	1.600 €	1.600 €	500 €

Yearly spending's (in euros) in Salaries in Europe for Year 1, Year 2 and Year 3:

Salaries (with Taxes)	81.600	81.600	81.600
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Yearly spending's (in Rupees) in Salaries in India for Year 1, Year 2 and Year 3:

Salaries (with Taxes)	₹13,44,000 (Lakhs) 16800 (EUR)	₹13,44,000 (Lakhs) 16.800 (EUR)	₹30,44,000 (Lakhs) 16.800 EUR)
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<https://www.regenwald-schuetzen.org/ueber-uns/erfolge-und-news/>
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