

---

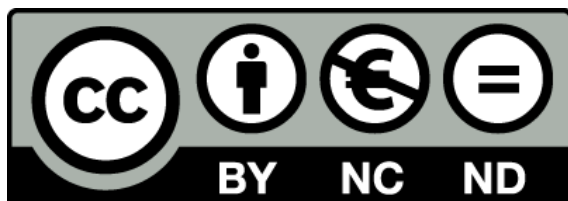
## Treball Final de Màster

Títol:

**iFI - Center for global narratives**

Autors: Ioannis Pantazidis, Isha Vig i Manar Idrissi

---



Aquesta tesi doctoral està subjecta a la licència [Reconeixement-NoComercial-SenseObraDerivada 4.0 Internacional \(CC BY-NC-ND 4.0\)](https://creativecommons.org/licenses/by-nc-nd/4.0/)

Esta tesis doctoral está sujeta a la licencia [Reconocimiento-NoComercial-SinObraDerivada 4.0 Internacional \(CC BY-NC-ND 4.0\)](https://creativecommons.org/licenses/by-nc-nd/4.0/)

This doctoral thesis is licensed under the [Attribution-NonCommercial-NoDerivatives 4.0 International \(CC BY-NC-ND 4.0\)](https://creativecommons.org/licenses/by-nc-nd/4.0/)



# iFI- CENTER FOR GLOBAL NARRATIVES

YOUR STORY IS OUR STORY

**UIC**  
barcelona

**Cultural Project, 2020**  
**Masters in Arts and Cultural Management**  
Ioannis Pantazidis  
Isha Vig  
Manar Idrissi



# TABLE OF CONTENTS

The Project	01
Aims and Values	02
Our Story	03
Your Story	06
Goals and Objectives	06
SWOT and PESTEL	07
Market Research and Marketing Strategy	08
Communication Strategy	13
Pricing Policy	14
Technical Plan	14
Human Resource Strategy	15
Timeline and Logistics	16
Venue Plan	16
Risk Management	17
Funding and Income Strategy	18
Internal Communication	19
Evaluation Metrics	19
Sustainability	20
Health and Safety	20
Future Outlook	20



# THE PROJECT

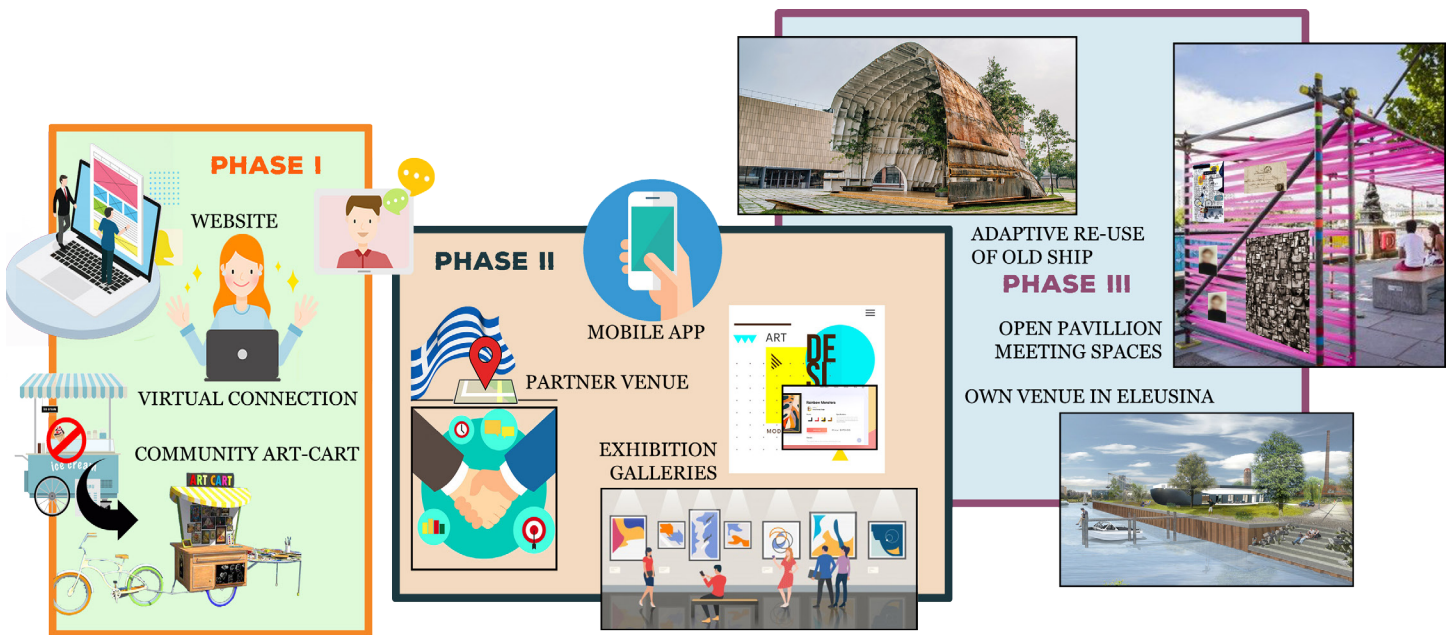
The Greek word iFI, in its literal sense, refers to the sense and feeling you get by touching something. The cultural centre iFI, supplemented by a digital platform, attempts to impact the lives of the people it touches by facilitating a change that begins from a conscious self.

**iFI IS A PHYSICAL AND DIGITAL PLATFORM FOCUSING ON ART AND CULTURE AS DRIVERS FOR SOCIO-ENVIRONMENTAL CHANGE.**

The pressures of today are incubating inside people with stories to tell, whether they're conscious of it or not. **Storytelling** and art is a really **powerful mediator** to create awareness and transformation. It is in relation to this need where technology is playing a fundamental role in storytelling and therefore, shaping this diversity of narratives.

It is with regards to this global narrative, iFI will make its reach both digital and community wide. Through **innovative multimodal interactions** in arts and culture, it aims to lead a voice for change for sustainable human development centered on inclusivity for vulnerable and disadvantaged groups of people and sustainability for the nature and its resources.

The digital platform is an informative, participative communication tool to engage with various stakeholders from across the globe creating a space for **community-owned voices**. These narratives will find direction through an online gallery, an active blog, videos and articles supporting community, artists and changemakers in addition to a project that will virtually connect the community and artists in a participatory co-creation model of engagement which will culminate into exhibitions, physical and digital.



The institution, under the physical location, will undertake programs and activities based on **socio-environmental activism** and expressive arts therapy with individuals and communities from all backgrounds living and visiting Greece, to create a safe space for sharing skills, knowledge and stories.

The physical location will be launched in 3-5 years, on board a used ship docked on land, near the port of Eleusina, with an **exhibition that traces the stories and histories of the migrants** to Greece through the sea. Meanwhile, we will operate from a partner location in Athens to make our name and do community building in the region.



# AIMS AND VALUES

OUR MOTTO IS THAT “YOUR STORY IS OUR STORY!” WE AIM TO CREATE A NARRATIVE AND EXPERIENCE THAT INITIATES BOLD CONVERSATIONS ABOUT SOCIAL CHANGE THROUGH INVOLVEMENT IN ARTS AND CULTURE, THAT BELONG TO THE AUDIENCE.

## Mission

The mission of iFI is to create a physical and digital space based in Attica, Greece for life-long learning and action using arts and culture to address social, environmental and humanitarian needs.

Its aim is to become a safe space for story-telling and promoting well-being; thereby reinforcing a sense of inclusivity among cultures and communities. By exploring the interdependence of the sea and people, it will facilitate a cultural ecosystem where people can contribute to a sustainable future through their heightened awareness regarding their self and the environment.



## Vision

iFI is a space for community engagement through arts and culture that enables a dialogue, internationally, among artists, curators, and the public.

It aims to foster human potential and raise awareness in the communities- by initiating conversations about sustainable inclusive action and thereby, creates an interactive bridge between the environment and the society.



INCLUSION, EMPOWERMENT AND EQUALITY, MUST BE AT THE HEART OF OUR EFFORTS TO ENSURE SUSTAINABLE DEVELOPMENT.

-UN SECRETARY GENERAL ANTONIO GUTERRES

## Values

In today's world full of discord and intolerance, it is crucial to think about inclusive sustainable development. iFI aims to help reinforce the society with the following values-

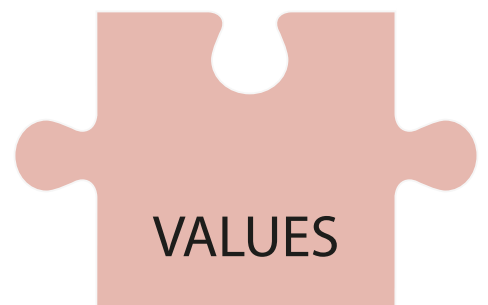
**Inclusion and Co-existence:** Diversity sharing experiences

**Sustainability and Empowerment:** Vision for future and development

**Compassion and Trust:** Empathy for one another

**Openness and Accessibility:** Hospitable for everyone

**Equity and Security:** Fair and prejudice-free zone



# OUR STORY

iFI is the brainchild of a group of three international **young, passionate cultural managers** who envision a socially inclusive society based on the values of equity, compassion, and sustainability. They came together when they began to discuss the various socio-cultural problems each of them were facing in their respective countries: Greece, India and Palestine. They felt the **impact of narrative-based sharing** in empowering people, shaping more meaningful relationships in the society, and creating awareness in their own experiences and now want to translate that into a real and meaningful project with a long-term sustainable vision.

## I. The Team

### Ioannis Pantazidis

Executive and Funding Director  
*Greek, 25 years*

Graduate from the Business Administration Department of AUEB, has organized 14 group & Individual Art Exhibitions. Ioannis is an alternative healing practitioner, which is characterised by his zest for life and his love for action.  
*“My mission is to transfer the knowledge of self awareness and human potential through arts.”*



### Isha Vig

Creative Director and Communications Manager  
*Indian, 26 years*

Graduate architect and self-made artist, brings a lot of passion, curiosity and creativity to all her projects. Experience in content creation, communications and design for projects.  
*“My goal is to create, and curate, objects and experiences that intend to bring together people from different walks of life and initiate bold discussions.”*

### Manar Idrissi

Curatorial Director  
*Palestinian, 36 years*

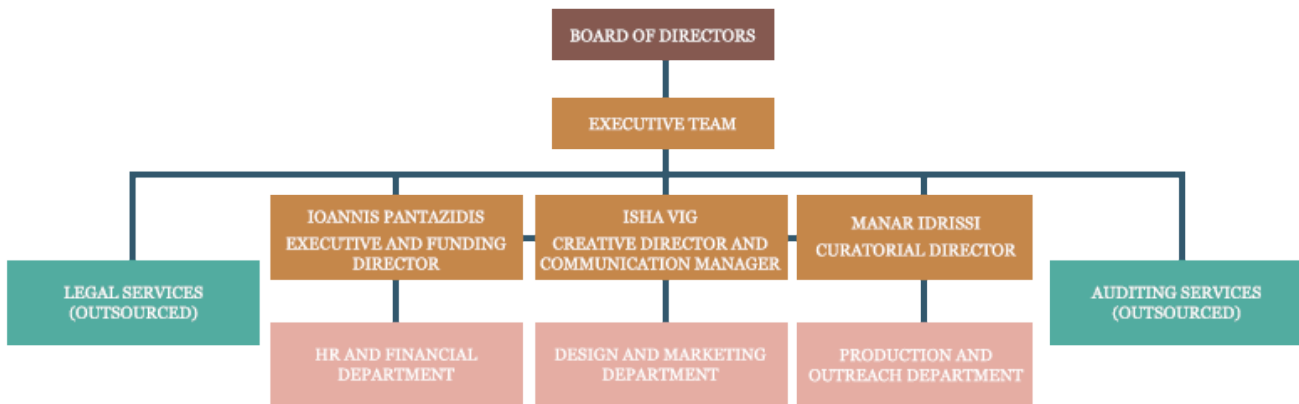
A cultural and art manager living and working in Jerusalem, she has years of experience in curation and exhibition management, in addition to communication with vulnerable communities. She has worked with youth in various roles in her career and wants to be a catalyst in contributing to a better future.  
*“My mission is to enhance the concept of community participation and involvement in the art and cultural field and secure it as a tool for social change”*



## II. The Structure

The company will be set up by the three founding members- Ioannis Pantazidis, Isha Vig, Manar Idrissi with equal partnership and it will have the legal entity of **Civil Non Profit Company - AMKE**, as it is referred under the Greek Law.





- Two or three people can create a civil non profit company which is excluded from government taxes.
- The activities of the organization, which have profit purposes are regulated by income taxes.
- In addition to this, memberships, sponsorships or donations are considered incomes of capital purpose and therefore, are not taxed.
- The Company can organize up to two events with profitable activities every year for supporting the day-to-day running costs without having to pay VAT charges.



### Board of Directors:

Even though the ultimate goal is to have board members separate from paid staff members as much as possible, the Founding Members- Ioannis, Isha and Manar will be a part of the Board of Directors; at least for the first few years.

However, to avoid actual or perceived conflicts of interest, questions concerning accountability, or blurring the line between oversight and execution, they will be non-voting members of the Board. Other possible Board Members include:

<p><b>DIDAC GUILLAMET</b></p>  <p>Naval Architect turned Co-Founder and Managing Director of Open Cultural Centre, Greece.</p>	<p><b>DIANNA COHEN</b></p>  <p>Los Angeles based visual artist &amp; curator. Co-Founder and CEO of Plastic Pollution Coalition.</p>	<p><b>DR. ARLO BRADY</b></p>  <p>Global consultant &amp; Trustee of the Blue Marine Foundation. Active member of Ashoka Support Network BSO.</p>	<p><b>MEERA KRISHNAN</b></p>  <p>Senior Programme Coordinator at Prakriti Foundation, India and Festival Director of the Short + Sweet Theatre Festival.</p>
---	---	--	---



### III. The Partners and Funders

#### INSTITUTIONAL PARTNERS- PHASE I:



MARBLEART.GR



MUSEUM of MATERIAL MEMORY



#### COLLABORATORS:



#### INTERNATIONAL SUPPORTERS:



#### FUNDERS: PHASE I

Robert Bosch Stiftung



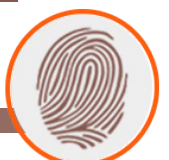
Creative Europe

#### PHASE II



The main institutional partners which iFI will start with are Marble Art Gr. in Athens, Open Cultural Centre, Plastic Pollution Coalition and Museum of Material Memory. The Marble Art Gr. gallery space will be our venue partner for exhibitions and workshops in the first three to five years.

We will start small, but we lay emphasis on networking as a tool for constant growth. In particular, Google for NonProfits will provide AD Grants, SEM aid, and digital working tools. Ashoka is a Business Support Organisation with reach in more than 92 countries and its Changemaker program will introduce us to other changemakers all around the globe.





# YOUR STORY

As Oscar Wilde wrote, *“Understand your self first, if you want to understand others.”* At the Center for Global Narratives, we set out to create awareness through the power of narratives. There is an increasing interest in finding and communicating experiences about the earth that we occupy, our role in its care and being more conscious about holistic inclusive living.

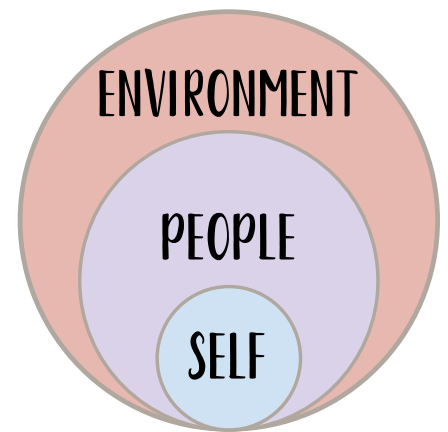
We seek **contributions of your stories** about your self, the people in your life and the environment around you and we give them a stronger voice- we **transmute them into messages of change** through artistic products, expression and sustainability actions. Projects in the area of art and culture can help to emotionally engage a broad audience in the discussion of contentious issues. They can contribute to emotional and personal development for participants.

**Your Story- Our Story** is based on three very connected pillars of *consciousness* (Know Thyself), *inclusion* (Mapping Memories) and *sustainability* (Sea the Change).

It is our strong belief that the **synthesis between creative expression, nature, and society** can powerfully (re)connect us and our communities with the sea and the planet. Communicating experiences, through iFI, *weaves connections* about the environment we inhabit, the people and our selves and thereby creates awareness, which is considered the greatest agent for change.

You- our reader, will always have in iFI a place for expression, connection and growth. **Your story** will not only empower you but also motivate others to become agents for change. It will give them an opportunity to not just tell their own stories, but also create a new story of an inclusive and sustainable future.

The Center for Global Narratives will become your ‘third place’- a home away from home.



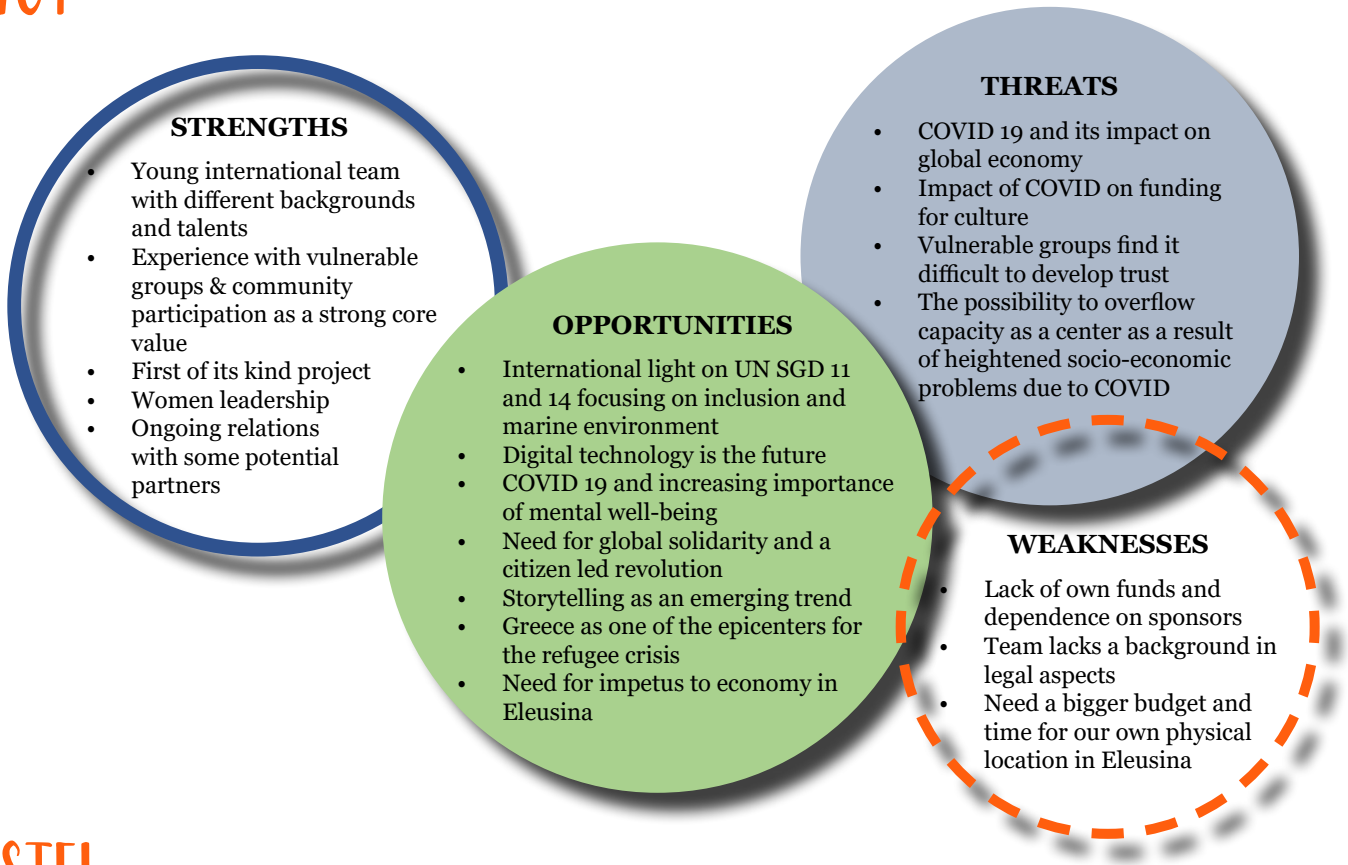
# GOALS AND OBJECTIVES

<p><b>Trigger dialogues, through art and narratives, that lead to awareness and consciousness among people.</b></p>	<p><b>Facilitate and create an environment of well being for our stakeholders.</b></p>	<p><b>Raise awareness about and contribute to the preservation of marine environment.</b></p>	<p><b>Raise a voice for inclusivity for immigrant and refugee groups all over the world.</b></p>
<p>Create a network of emerging social artists worldwide, and give them visibility.</p>	<p>Build trust with the communities and empower them to share and participate.</p>	<p>Spread the message about degradation of the sea due to plastics pollution.</p>	<p>Empower and inspire multiple changemakers all over the world.</p>





# SWOT



# PESTEL



# MARKET RESEARCH AND MARKETING STRATEGY

## I. Competitor Market

As the project is completely unique and different from other cultural organisations in many ways, we do not have any direct or straight competitors.

**The Museum of Broken Relationships:** It is a museum in Zagreb, Croatia, dedicated to failed love relationships. Its exhibits include personal objects left over from former lovers, accompanied by brief descriptions. This project is the closest to the concept of the Center for Global Narratives.



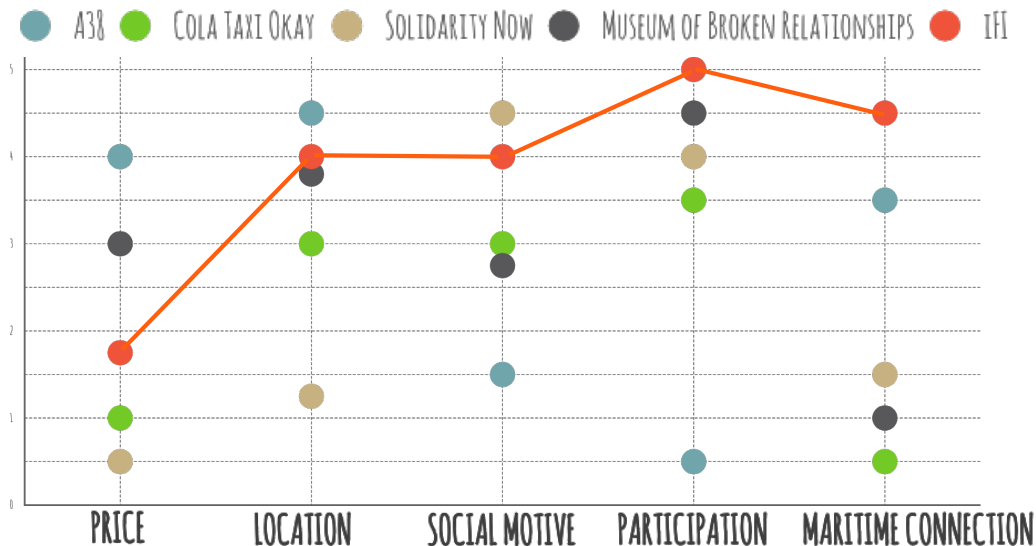
**Solidarity Now:** It is a social project based in Greece for the upliftment of the lives of migrants and refugees in Greece. The digital platform posts 'human stories' with '#strongalone' about migrants' journeys.

**Cola Taxi Okay:** It is a cultural room, or a meeting place for young people- to create, interact and share- to promote cultural inclusion in all its forms and for everybody.



**A38, Budapest:** It is a concert hall, cultural center and restaurant based on a ship docked in a Danube in Budapest that hosts music related cultural programs. It is funded by the Creative Europe program.

**Our inference** from creating this value curve, as shown in the diagram below, was to **focus on community participation with social and empowerment motives**, along with maintaining the **maritime connection which is our USP**, vis a vis the other stakeholders in the market.



## II. Customer Market Segmentation

iFI is a space designed for audiences and visitors of all age groups, open to all ethnicities, races and economic classes- people who experienced a story worth telling and those who are looking for stories worth reading.

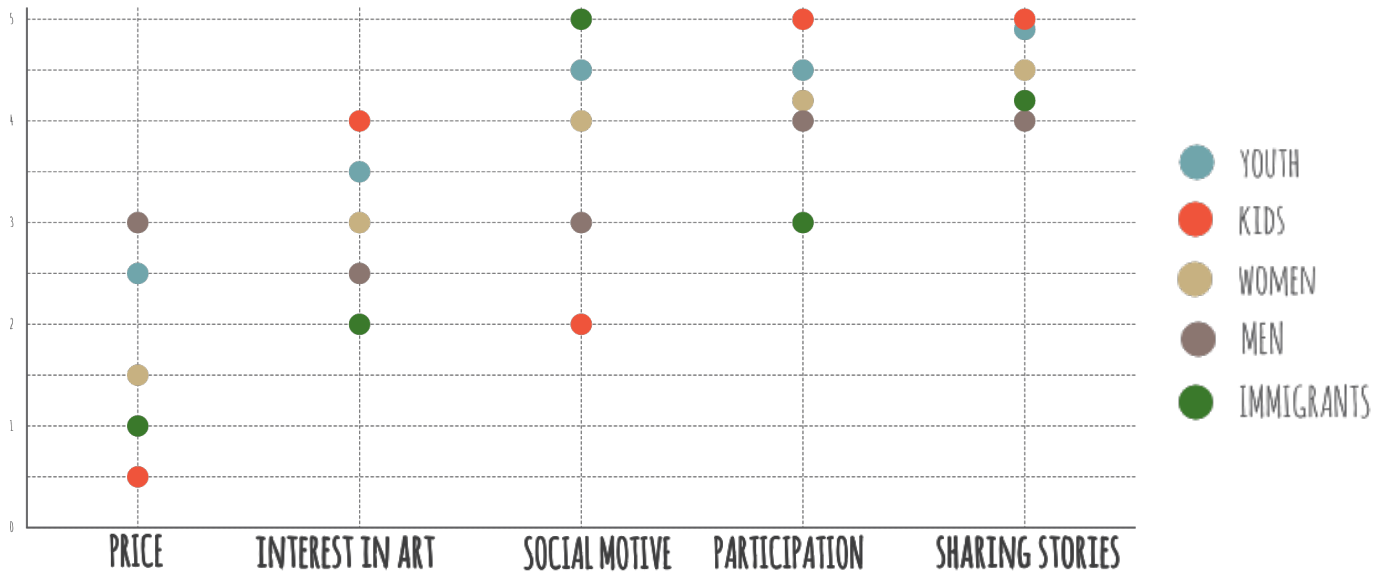
The customer market for our project is wide, but can be broadly broken down into various segments based on our channels of communication with them:

Online Community	Artists & Storytellers	Local Community
<p>People above 14, from <i>all over the world</i>, and kids, ideally accompanied by an adult.</p> <p>People with a <i>moderate interest</i> in arts, culture and especially, <i>well being</i> of the earth and the society.</p>	<p>Immigrants, women, refugees with a <i>general curiosity</i> in art and well-being.</p> <p>A combination of established and emerging <i>artists, art therapists</i> and mindfulness practitioners.</p>	<p>People in <i>Athens and nearby</i> areas of West Attica.</p> <p>People with a <i>general interest</i> in arts, culture and society.</p>

Digitally the audience segment is international but more specifically in Europe (Greece, Germany, central West Europe) and in the Middle East and South-East Asia as a majority of migrants from these geographical locations try to make a move towards European waters. Sociographically, audiences from the lower to the middle class will generally be more interested in contributing stories while we would encourage the upper middle to higher class visitors to provide donations.

### Customer Value:

According to our market research based on a survey, these are the following values of our organisation, which are of interest to our various customer segments, based on a low to high scale:



This validated our belief in our **brand identity as a space for everyone to share their stories**, thereby empowering the stakeholders and bringing them together.



### III. Market Positioning:

We want to position our organization as a **trustworthy** digital & physical space where people feel safe and secure to talk about their personal experiences.

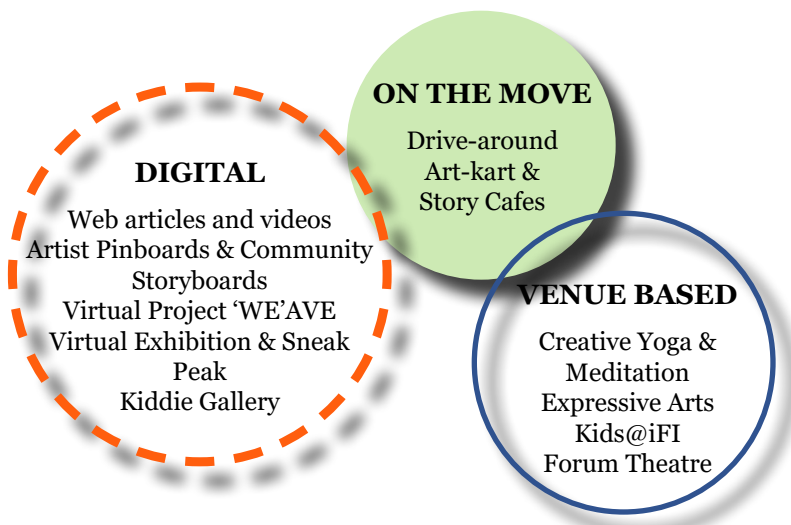
Based on the three pillars of the Center for Global Narratives, the following table explains how they will be positioned and represented in the market:

<p><b>Know Thyself (Consciousness)</b></p> <p>In the wake of COVID-19, we focus on a holistic response with strong mental wellbeing. There is a buzz amongst millennials around adopting creative yoga and mindfulness techniques.</p>	<p><b>Mapping Memories (Inclusion)</b></p> <p>With a lot of immigrants in many parts of Europe, we position ourselves strongly in the European market. We differentiate ourselves through our community building and empowerment practices.</p>	<p><b>Sea The Change (Sustainability)</b></p> <p>The focus lies on educating and creating awareness about plastics pollution and promoting campaigns for partner projects so as to lead a change that grows with the coming generations.</p>
--	---	--

Based on these pillars, we market ourselves as a **people-first, passionate brand**. With a narrative, story based approach, we aim to Attract, Engage and Delight our customers by creating trustworthy relationships.

**iFI WILL BE THE SPACE IN WHICH PEOPLE WILL FEEL SAFE TO INTERACT AND SHARE THEIR OWN EXPERIENCES AND THEY MIGHT SEE THEIR PERSONAL UNIQUE STORIES MANIFESTED INTO PIECES OF ART.**

### IV. Products and Experiences:



It is being recognized that new forms of interactive storytelling and multimodal audience engagement have strong impacts on society, culture and economics, in terms of social inclusion, integration and sustainable human development.

The following products and experiences relate to these concepts that are even more relevant in the **post-COVID times** when **digital communication** and technological innovation has become a lifeline for cultural and business organisations.

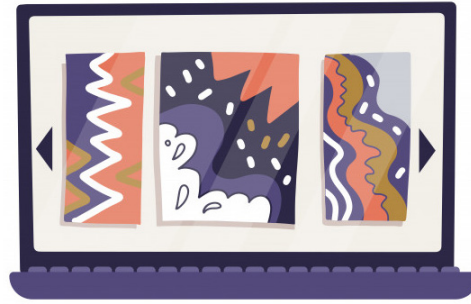




## Digital Experiences:



ARTICLES AND PINBOARDS



ONLINE EXHIBITION AND KIDDIE GALLERY



PROJECT 'WE'AVE

Besides the website articles, videos and webinars related to the three pillars, our digital experiences offered will present interesting projects about migration and artists working in this direction, online gallery and virtual exhibitions and campaigns for eco-friendly, organic and inclusive projects in addition to other community involved sections.

## On the Move Experiences:

**For iFI, community comes first!** Through a drive-around mobile art-cart and story meetups in local cafes, we will build relations with the local community in Athens and inculcate values of awareness, togetherness and care for the environment, specifically the sea that sustains them.



STORY CAFES



COMMUNITY ART-KART

## Venue-Based Experiences:

In addition to two yearly exhibitions, creative yoga and expressive arts workshops will take place regularly in Athens with groups of 10-15 people. The expressive arts workshops will combine the creative process of arts like painting, theater or sculpting with talks and group therapies. Kids will also be able to visit special workshops at the centre in Athens and submit poems, stories, drawings etc that are deemed relevant to the sustainable values of iFI to a Kiddie Gallery online.



EXPRESSIVE ARTS WORKSHOPS



CREATIVE YOGA



KIDS@iFI





## V. Space:

iFI is based on a **hybrid space** of both a physical location and a digital location. This will ensure the international and global aspect of the project from the beginning.

The place where our physical activities will take place will be in Greece- starting out with a partner with a subsequent self-owned place in Eleusina.

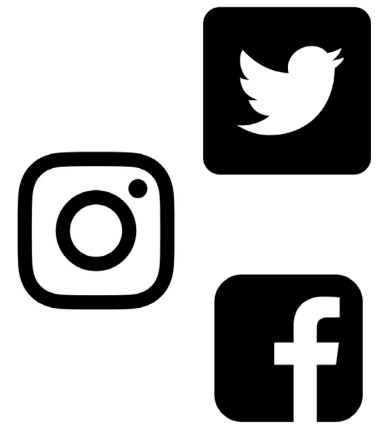
Our digital services will be distributed worldwide with a specific focus towards areas with **migrant influxes in Europe**. We will translate our website in the following **4 languages** to ensure a wide reach to these target segments: English, Greek, German, Arabic.

## VI. Promotion:

**Digital Promotion:** Our main channel of digital promotion and digital content will be our website. To make people reach our website, we will use our communication on **social media platforms** like Instagram and Facebook for community outreach and Twitter to reach potential partners and cultural policy makers, in addition to communication via email newsletters. We will invest quite a bit in social media promotion, **influencers, SEO and SEM** in the digital community.

We will reach our audience by creating and publishing content — such as blog articles, content offers, and social media — **that provides value**. Our articles will focus on giving solutions on specific matters and create questions. Our blog and website will not be oriented around iFI Organization rather than to the people and the important issues related to the Ocean, Migration and Awareness.

**Physical Community:** In our physical community, we will promote our services, mainly with word of mouth and community building experiences like drive-around Community ‘Art-Kart’, Story Cafes. In addition, **street art interventions** will be used as a product to raise awareness about issues we care about as well as a promotional tool.



## VII. Brand Identity:

iFI is a people-first organisation. With the rise of storytelling platforms and storytelling as a marketing strategy, we differentiate ourselves by being a ‘**Story-doing brand**’. By doing so we relate with them through human-centered storytelling and **empower** them to take **ownership of the narrative** by sharing their own experiences with care for the earth, the self and others.

The result of this will be that the audience will not be just observers but a prosumer, where it contributes to co-produce the organisation to be better. The audience is the story itself.



CENTER FOR GLOBAL NARRATIVE

The logo and branding kit of iFI, reiterates that through the **visual language** of the design, where the organisation and the users seek to leave their mark for a better future represented by the global community coming full circle accepting values of sustainability, consciousness and inclusivity (illustrated by the colors of blue and brown for the sea and the earth, blue again for heightened consciousness, and bright orange for the brightly knit community iFI envisions).



## COMMUNICATION STRATEGY:

The communication plan of iFI aims to achieve the *following goals*:

- To socially unite different stakeholders.
- Digital promotion for offline events.
- Develop communication tools to set, track and measure success.
- To achieve, through a relationship with its stakeholder- knowledge, influence, leadership, persuasion motivation, engagement and entertainment.

To do so, the enterprise will communicate in a friendly way, to catch people's attention quickly and effectively. We will use **simple language** to attract the different audience segments but the content will be of high quality, so as to engage the minds of those who are interested in arts, narratives, environment and mindfulness.

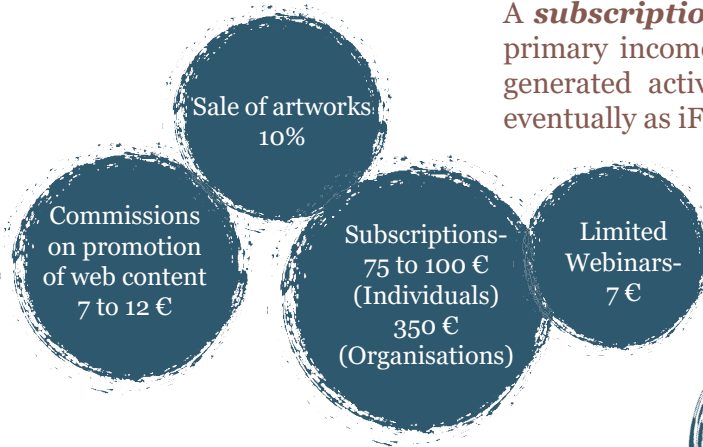
We present our team as young, innovative and vibrant, and thereby, **appeal to the millennial audience** through our **passion for positive social change** through arts and culture.

WHAT- CHANNELS	WHO- TARGET AUDIENCE	HOW
<b>Press &amp; Media</b>	Aimed at the local community of west Attica, Greece; in addition to policymakers and activists in Greece	<ul style="list-style-type: none"> <li>• A press release about community building activities in partner location</li> <li>• Press conference and guided visit at the exhibition in 2021</li> <li>• Press release about new venue in Eleusina- who are the designers and when it will be ready</li> <li>• Radio announcements from time to time</li> </ul>
<b>Instagram</b>	The most important tool to reach the millennial population like university kids, second or third generation immigrants etc	<ul style="list-style-type: none"> <li>• Regular posts on Instagram, every two weeks in the beginning, with hashtags such as: #ifinarratives #ifi #ifinforthesea #ifipeople #artforchange #cultureathome #ifi-mystory #artforacause etc.</li> <li>• Linked Instagram profile to online website, where user submitted content will also be made visible.</li> </ul>
<b>Facebook and Twitter</b>	We will use Facebook and Twitter for communicating with social impact organisations, sponsors and social and environmental activists. Facebook will also help us reach out to older audiences who are not on Instagram.	<ul style="list-style-type: none"> <li>• Links to the articles, stories, artworks etc will be shared to Facebook when posted on the website along with live streaming of webinars online.</li> <li>• Presence on Twitter will be used more sparingly and professionally to promote information about grants received, partnerships and collaborations, specific project impacts etc.</li> </ul>
<b>Website</b>	All audiences and stakeholders from the art and cultural sectors including kids aided by parents or adults	<ul style="list-style-type: none"> <li>• Along with the social media platforms, information about events in Athens will be posted occasionally- in addition to all online content.</li> <li>• Monthly newsletter will be sent to subscribers with top articles and stories along with a calendar of upcoming events.</li> </ul>
<b>Youtube and Vimeo</b>	All audiences including kids; Vimeo with more focus on artists and creatives	<ul style="list-style-type: none"> <li>• Uploading all forms of video content by iFI and its artists and storytellers</li> <li>• Live streaming of online workshops on Youtube</li> </ul>
<b>Partner Venue and Athens community</b>	Local community of Athens and West Attica	<ul style="list-style-type: none"> <li>• Banner outside Partner Venue</li> <li>• Brochures and leaflets in the venue and nearby cafes and stores</li> <li>• Community building experiences in the local community of Athens</li> </ul>

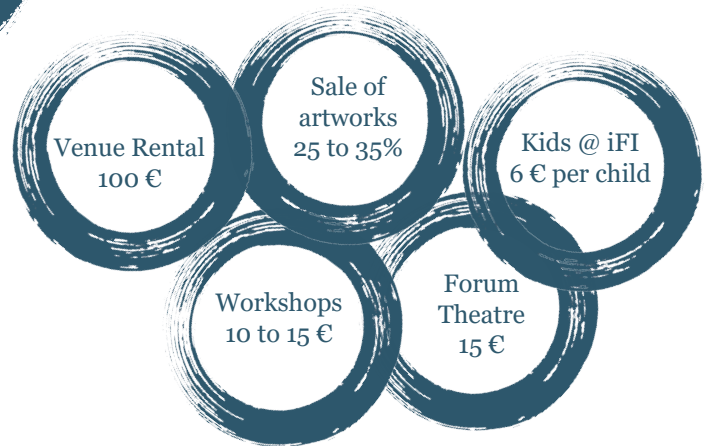




# PRICING POLICY



A **subscription model** for certain special stakeholders will be our primary income generation source. In addition, some other income generated activities are outlined below which will be carried out eventually as iFI grows.



Outlined above are some of our income sources from our online web activities and services.

Additionally, we will start generating income from our services in our partner location in year 2021. They are as outlined on the right.

# TECHNICAL PLAN

We categorised our main resources into five categories and color coded them from darker tones to lighter ones based on their need as high and immediate to low and gradual.

<p><b>Digital resources: (2,880 Euros/year)</b></p> <p>Internet services, Web data storage, SharePoint and Teams Accounts, Mailchimp subscription, Adobe Creative Suite account, Cyber liability insurance</p>	<p><b>Assets (acquired/leased/on grant):</b></p> <p>Venue for exhibitions and workshops (4,800 Euros per year) Furniture and computers, Printer, Bluetooth Speaker, Digital camera, Mobile cart- (one-time cost- 5,000 Euros)</p>
<p><b>Stationery and Supplies:</b></p> <p>Pens and sheets, planners, visitor books, craft supplies Dustbins, trash bags, sanitisers Yoga mats Posters, flyers, invitations Signage Goodies for visitors (occasionally)</p>	<p><b>Knowledge Management and Training: (~2500 Euros)</b></p> <p>One diploma in expressive arts therapy, Registration fee for online capacity building workshops for the team, Books on expressive arts, mindfulness, kind-fulness, creative yoga, sustainability, creative leadership</p>
<p><b>Other consumables:</b></p> <p>Exhibition walling dividers, nut-bolts and screws, hanging wire, whiteboard, pinboards, easel with poster</p>	





# HUMAN RESOURCE STRATEGY

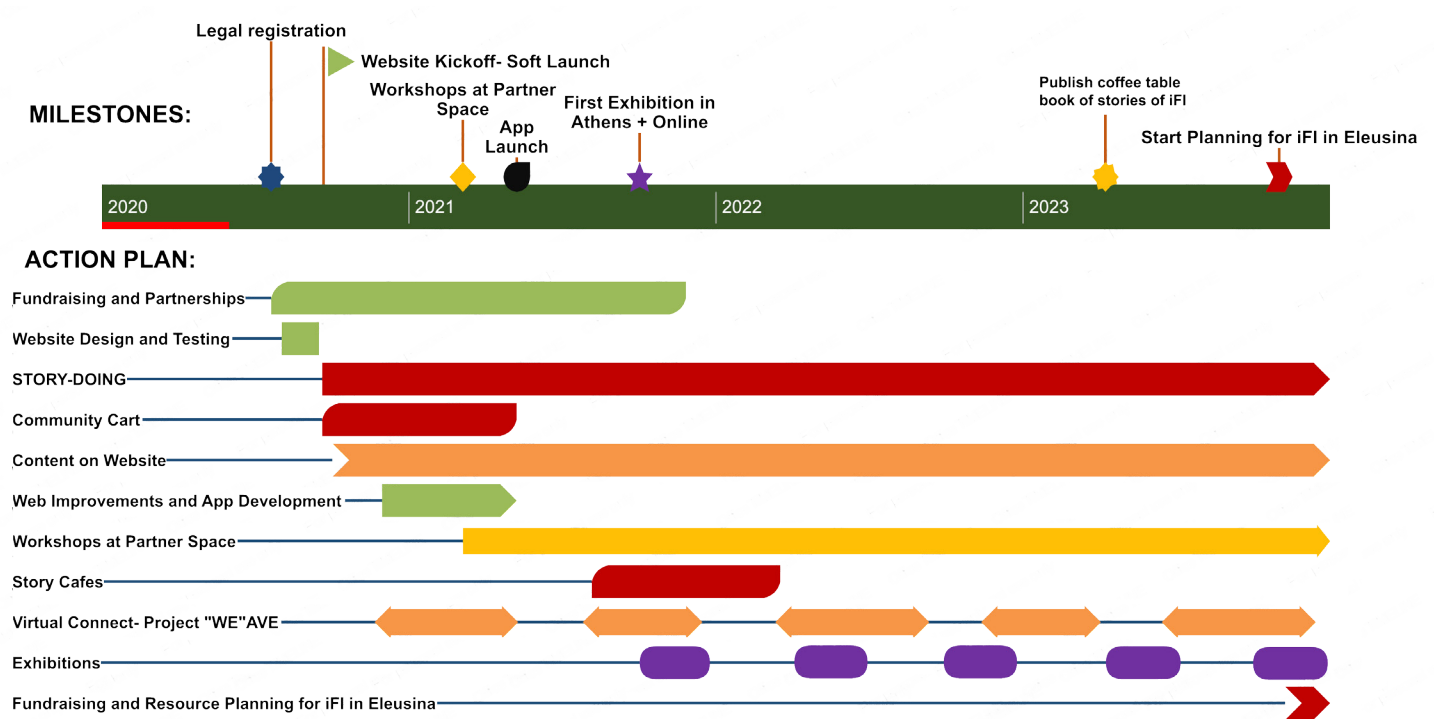
NAME	JOB TITLE	RESPONSIBILITIES	SALARY (Gross)
Ioannis Pantazidis	Executive and Funding Director	Managing the administration and economic activities of the organisation. Looking for new partnerships and dialogue with stakeholders.	1100 Euros per month (Starting July 2020)
Isha Vig	Creative Director, Communication Manager	Planning and coordinating new and existing programs. Networking, overseeing communication and social media content.	1100 Euros per month (Starting July 2020)
Manar Idrissi	Curatorial Director	Planning the curatorial direction for every season of exhibition, overseeing the execution. Strategising and networking with artists and communities.	1100 Euros per month (Starting July 2020)
Payroll Employee	Digital Officer	Technical assistance in SEM, brand logo and identity, website layouting and monitoring web engagement. Development of mobile application.	1100 Euros per month (Starting July 2020)
Part time Employee	Community Manager	Planning, administration and carrying out community engagement activities in the communities of Athens. Experienced with creative mindfulness activities and/or working with vulnerable groups.	600 Euros per month (Starting September 2020)
Part time Consultants	Workshop Facilitators/ trainers	Planning content and carrying out workshops and experiences in partner space in Athens. Should have previous relevant experience.	25 Euros per session (Starting March 2021)
University Student	Communications Intern	Assisting in communication and marketing content and editing needs.	100 Euros per month (Dec 2020 to March 2021)
University Student	Graphic Design Intern	Assisting in the design of brochures, posters, online advertisement for the first exhibition.	100 Euros per month (July-Sept 2021)
Outsourced	Content Writers	Writing articles and interviews for the website content.	10 - 30 Euros per article*
Outsourced	Translators	Translation of articles for the website.	25 Euros

\*Depends on whether the content writer is amateur or experienced.  
We will outsource services from a combination of both.



# TIMELINE AND LOGISTICS

This diagram represents our Three Year Plan with a timeline representing important milestones, and a breakdown into logistical steps to be carried out.



The plan is to have a **soft web launch** in late September 2020, along with community engagement through the partner space in Athens. With self generated income and further fundraising starting late 2023, we aim to have our opening in Eleusina by September 2025.

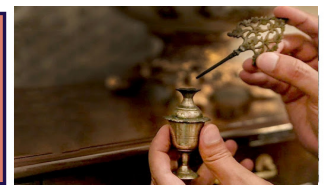
# VENUE PLAN

**Digital platform as online venue-** A gallery for social and environmental themed art, an active blog and discussion area, spaces for visitors to share their narratives, member forums for supporting community, artists and changemakers, and web interactive pop-up spaces as needed per project.

### Storyteller Spotlight



Have a story to tell?  
We are always interested in adding new voices.  
To contribute, visit [www.ifl.org/contribute](http://www.ifl.org/contribute)



Meet Our Team

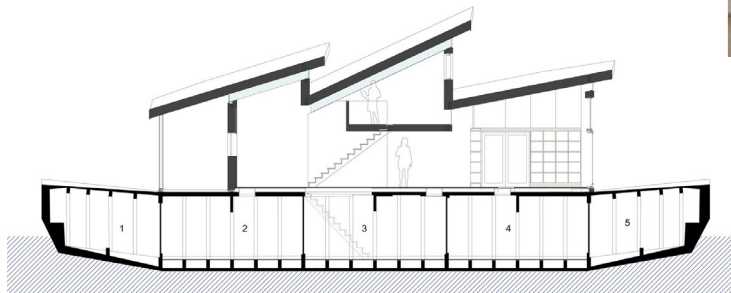
### Branded Content



We are creating a narrative and experience that belong to you.  
We are happy to have you here - please browse our site to discover what we're all about.



**Physical location in partnership with Marble Art Greece, Athens-** Gallery space to be rented by iFI one to two times a year, workshop space for creative yoga and mindfulness workshops in addition to Kids@iFI program, shared office space, storage and services with Marble Art Greece, mezzanine in gallery space can be used occasionally for kids activities too.



**Own location in Eleusina-** Office spaces, seminar and workshop rooms, gallery spaces along with services, cafe and bookshop, terrace restaurant and spillover open-air pavilion like meeting spaces.

## RISK MANAGEMENT



### Low financing and revenue

**Mitigation:** If despite self financing and contributed incomes, we cannot meet our expenses, we will continue our digital presence and reduce operational costs and revenues from activities in Athens.



### Lack of professionalism from employees

**Mitigation:** Reach out to people from the industry that we know and ask them to join us or refer somebody to us.



### Risk of safety of artworks

**Mitigation:** Insurances for travel, theft and damages from unexpected fires or hazards during storage.

### Inability to reach and convince partners and Board Members

**Mitigation:** We have already planned to reach other potential partners and members in case we are not able to convince the people we set out for in the first place.

### Natural Crisis

**Mitigation:** It seems unlikely that another crisis will hit so soon. However, we will be prepared at all times to go completely digital if needed for any time. In addition, to secure insurance for the same when we move to our own location.



### Not reaching the right customer segment and failing to interact

**Mitigation:** Strengthen the storytelling medium by sharing our own personal stories before we invite others as a means of encouragement.



# FUNDING AND INCOME STRATEGY

Since iFI is a non-profit AMKE, Donations and Revenues of educational, social purposes are not taxed. The following Profit and Loss Statements represent an ideal scenario and a neutral scenario which is based on the assumption that revenues and incomes will be 60% of the ideal scenario.

## BEST CASE SCENARIO

### YEAR I

Revenues	0.00	
Donations & Member	9,500.00	
Funding	49,250	
<b>Gross Profit</b>	<b>58,750.00</b>	
Operational Expenses	17,590	
General Admin	29,940	
Capital Expenses	4,990	
Taxed Revenues (23%)	0	
Instalments	1630	
<b>Total Expenses</b>	<b>54,150</b>	
Earnings before Taxes		4,600
Total Profits year (1-5)		4,600
Taxes (26%)	0	
<b>Net Income</b>		<b>4,600</b>

### YEAR II

Revenues	52,810.00	
Donations & Member	43,500	
Funding	1,53,400	
<b>Gross Profit</b>	<b>249,710</b>	
Operational Expenses	41,450	
General Admin	64,080	
Capital Expenses	10,580	
Taxed Revenues (23%)	8,581	
Instalments	1,797	
<b>Total Expenses</b>	<b>126,488</b>	
Earnings before Taxes		123,222
Total Profits year (1-5)		127,822
Taxes (26%)	0	
<b>Net Income</b>		<b>127, 822</b>

## NEUTRAL SCENARIO

### YEAR I

Revenues	0.00	
Donations & Member	5,700	
Funding	29,550	
<b>Gross Profit</b>	<b>35,250</b>	
Operational Expenses	10,554	
General Admin	29,940	
Capital Expenses	4,990	
Taxed Revenues (23%)	0	
Instalments	1,630	
<b>Total Expenses</b>	<b>47,114</b>	
Earnings before Taxes		-11,864
Total Profits year (1-5)		-11,864
Taxes (26%)	0	
<b>Net Income</b>		<b>-11,864</b>

### YEAR II

Revenues	31,686	
Donations & Member	26,100	
Funding	92,040	
<b>Gross Profit</b>	<b>149,826.00</b>	
Operational Expenses	24,870	
General Admin	64,080	
Capital Expenses	10,580	
Taxed Revenues (23%)	5,149	
Instalments	1,797	
<b>Total Costs</b>	<b>106,476</b>	
Earnings before Taxes		43,350
Total Profits year (1-5)		31,486
Taxes (26%)	0	
<b>Net Income</b>		<b>31,486</b>

### Financial Sustainability Goal:

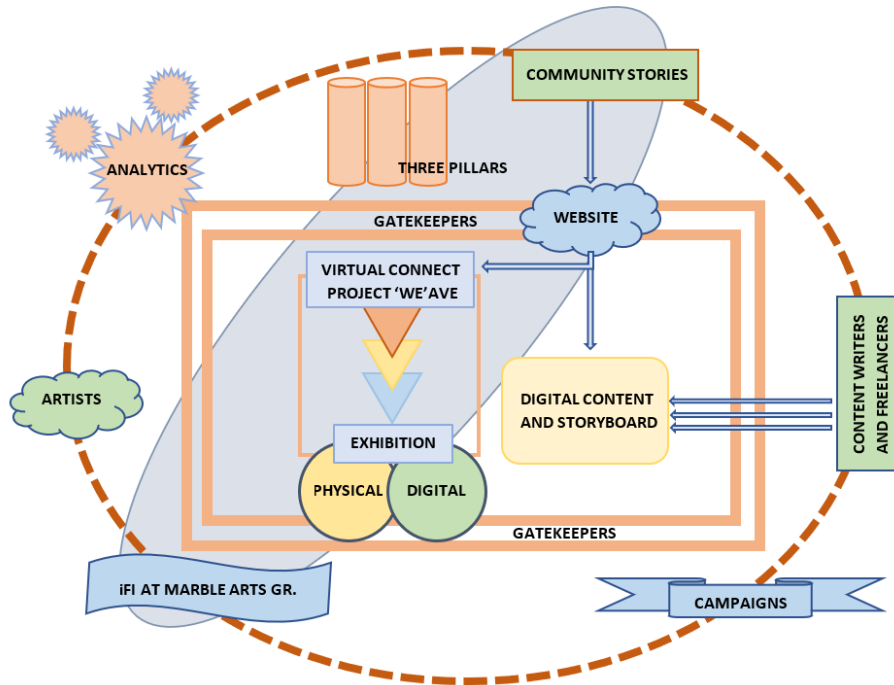
- To break-even by the end of the first financial year.
- Make at least 600 subscriptions on the website by December 2021.
- To have its own venue in Eleusina as planned, latest by October 2025.



# INTERNAL COMMUNICATION

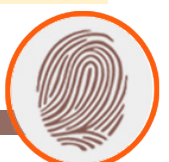
While community voice is the key to iFI’s success, the team will ensure **gatekeeping of content** to make sure high quality, relevant content is what gets published. For transparency of this gatekeeping process, broad guidelines will be agreed upon in the first Board meeting to be followed for best results.

To ensure active and clear communication within the organisation, quarterly Board meetings will be held along with weekly staff meetings. Each employee will be responsible to ensure **continuous monitoring and evaluation** of his or her team.



# EVALUATION METRICS

- Visibility:** Start a mobile friendly online web platform in 4 languages & make it SEO friendly → We will have a traffic of 8,000 visits to the website by the end of the year 2021
- Growth:** Create an online database of artists and a collective forum → We will have 600 subscribers by the end of year 2021
- Social Impact:** Online and physical exhibition resulting from virtual project → Collect 150 stories from virtual project ‘WE’AVE, of which 30 stories will become a part of the storyboard and the exhibition
- Participation:** Community Building and workshops with partner space in Athens → We will have at least 60% capacity during our workshops and 180 participants per month by December 2021
- Social Impact:** Promote and give visibility to artist projects about sustainability and pro-environment ventures → Run online campaigns for 3 to 5 pro-sustainability enterprises in the year 2021
- Financial:** To have its own venue in Eleusina as planned, latest by October 2025 → Re-invest profits earned during 2021 to 2025 as investments for expansion
- Operational Sustainability:** Financial independence for the digital platform by December 2022 → Break even by the end of the first financial year





## SUSTAINABILITY

iFI was incorporated, from the beginning, with the **aim of creating awareness** about the need for environmental sustainability through inclusive and collaborative action. To do so, we will showcase artworks that highlight the cause and make knowledge accessible through a variety of webinars, workshops and events.

As an entity, we will work with the following **sustainability principles**:

- No use of single use plastic during meetings and in our daily operations at the partner space
- Conscious effort for total dependance on digital storage and less paper waste
- As a technology driven platform, make an effort to recycle all e-waste
- Partnerships and campaigning for eco-friendly and organic products and pro-sustainability projects and organisations

With these principles in mind, we will draft an action plan for sustainable action for the third phase of our expansion to a location in Eleusina.

**Sustainability Vision:** Create a shared roadmap for meeting unmet needs driven by the inequality and prejudice faced by multi-ethnic people and attempt to reverse that through a holistic and environment friendly model for a cultural institution.

## HEALTH AND SAFETY

The primary concern of iFI is to ensure the **digital safety** and anonymity, if so desired, by the web visitors and contributors to the platform. We will have in place a cyber liability insurance to protect the data, along with Terms and Conditions and Disclaimers wherever applicable on the website to ensure regulation of inappropriate content and the use of any defamatory language in the content. All image content not owned directly by iFI will be encrypted to prevent downloads and any unauthorised use.

One of our biggest stakeholders is people from vulnerable groups and those that don't get a chance to represent their voice. iFI will ensure their health and safety by issuing a statement called "**Respect my Rights**" which will be pinned on the website. This statement will acknowledge that iFI will '**create a space for the voice of disadvantaged communities with their best interests at heart, and without any ulterior motives**' so as to maintain that these people feel safe and heard.

## FUTURE OUTLOOK

While the growth of iFI as an organisation is divided into a three phase process- with due success of the digital platform and the center located in Eleusina- we would like for communities led by their own representatives to lead a similar voice, through arts and culture, in other parts of the world.

Sustainable human development is an issue being faced not just by Greece and Eleusina, but all over the world. We will be a **first of its kind center** to lead a voice for change through community-owned voices using arts and culture, but *we don't want to be the last*.

To ensure this growth, we will develop a **model for giving ownership back to the local communities**, and artists and curators after a time of ten years, where they will take control of carrying out the activities and ensuring the sustainability of the organisation, with the current core team as advisory members. Meanwhile, we will, as a core team, move to other locations and replicate the physical model elsewhere, starting with India and Palestine.





## CONTACT US:

**Ioannis Pantazidis**  
**Isha Vig**  
**Manar Idrissi**

[i.pantazidis@uic.es](mailto:i.pantazidis@uic.es)  
[vig.isha@uic.es](mailto:vig.isha@uic.es)  
[manar.idrissi@uic.es](mailto:manar.idrissi@uic.es)