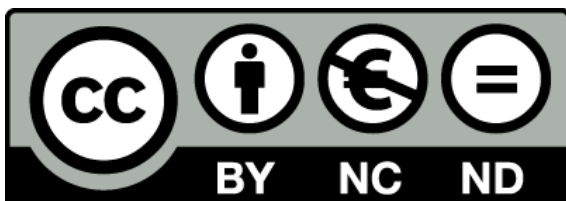

Treball Final de Màster - Annex

Títol:

Vision

Autors: Kristina Tomic, Iliaria Santolini i Beatriz Mocchi



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UIC
barcelona

VISION

ANNEX



Kristina Tomic
Ilaria Santolini
Beatriz Mocchi

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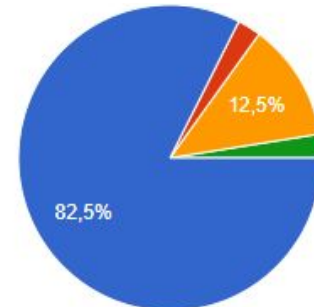
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Annex 1. Survey model and findings

General questions (demographic and sectorial)

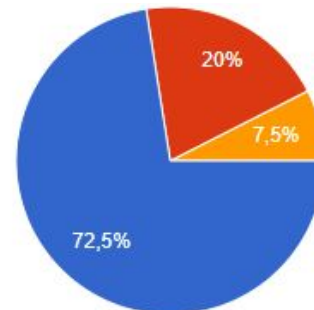
Province of residence:

- **Barcelona** - 82,5% (33)
- **Tarragona** - 2,5% (1)
- **Gerona** - 12,5% (5)
- **Lérida** - 2,5% (1)



Age:

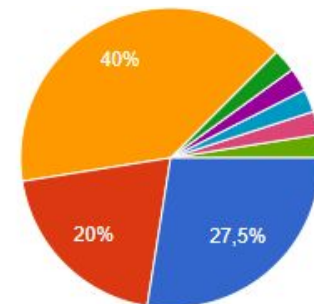
- **18 to 25** - 72,5% (29)
- **25 to 30** - 20% (8)
- **30+** - 7,5% (3)



Kind of musician:

- **Professional (lives off music)** - 27,5% (11)
- **Student (future professional musician)** - 40% (10)
- **Amateur (has music as a hobby)** - 20% (8)

After our analysis we concluded that 77,5% (31) fall under the category of “professional”, while 22,5% (9) are “amateur”.



Music genre*:

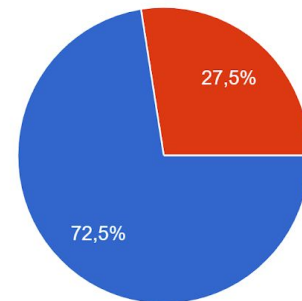
- Classical - 65% (26)
- Jazz - 32,5% (13)
- Rock and Pop - 27,5% (11)
- Electronic - 12,5% (5)

Musical instrument*:

- Voice - 30% (12)
- Guitar - 20% (8)
- Piano - 40% (16)
- Drums - 7,5% (3)
- Violin - 7,5% (3)

Do/Did they study the Grado Superior de Música?

- **Yes** - 72,5% (29)
- **No** - 27,5% (11)



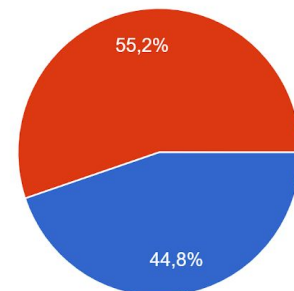
Specific questions for those who did study the Grado Superior de Música:

Where do/did they study the Grado Superior de Música?*

- ESMUC (Escola Superior de Música de Catalunya) - 65,5% (19)
- Conservatori Superior de Música del Liceu - 13,8% (4)
- Taller de Músics - 3,4% (1)
- Jazzcampus (Basel) - 3,4% (1)
- Berklee College of Music (Valencia) - 3,4% (1)
- Institute de Arte Moderno (Moscow) - 3,4% (1)
- Conservatorio Superior de Música (Sevilla) - 3,4% (1)
- Prince Claus Conservatorium (Netherlands) - 3,4% (1)

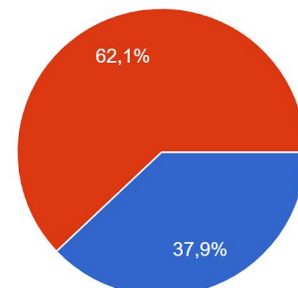
Other studies besides Music:

- **Yes** - 44,8% (13)
- **No** - 55,2% (16)



Were issues related to the Music Business World addressed in the curriculum of the Grado Superior?

- **Yes** - 37,9% (11)
- **No** - 62,1% (18)



Due to a general misunderstanding in the formulation of the question, some of the people who answered “yes” meant to answer “no”.

After our analysis of the survey, we established that the real ratio is 20,6% (6) “yes” and 79,4% (23) “no”.

If Music Business issues were addressed in the Music School curriculum:

Kind of issues*:

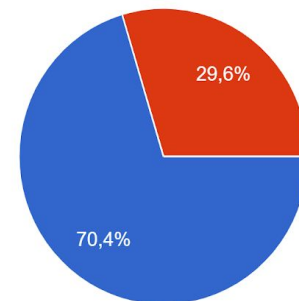
- Finance - 3,7% (1)
- Marketing - 25,9% (7)
- Personal branding - 18,5% (5)
- Management - 40,7% (11)
- Promotion - 40,7% (11)
- Intellectual Property Law and Rights - 18,5% (5)
- Entrepreneurial skills / Entrepreneurship - 22,2% (6)

Methodology*:

- Specific course - 37% (10)
- Masterclasses - 25,9% (7)
- Workshops - 25,9% (7)

Usefulness of that knowledge for Music Career development:

- Useful - 70,4% (19)
- Not useful - 29,6% (8)



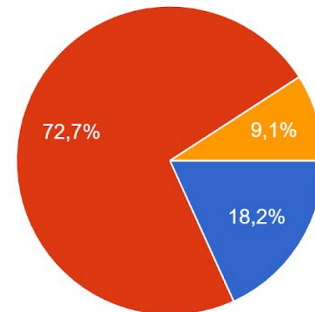
Is there any issue they would have liked to learn about during their studies?

- Functioning of the discographic industry.
- IP rights.
- Learn from the experience of known musicians by analysing their steps in terms of entrepreneurship, networking and management.
- How to get the product to the consumer.
- How to get gigs and concerts.

Specific questions for those who did NOT study the Grado Superior de Música:

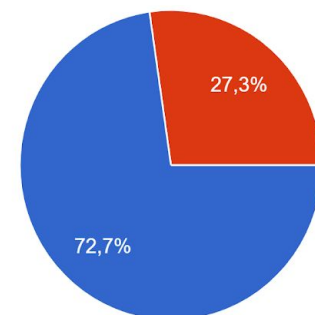
Other music studies:

- **Elementary level** - 18,2% (2)
- **Medium level (Grado Profesional de Música)** - 72,7% (8)
- **No studies** - 9,1% (1)



Did they want/wanted to study the Grado Superior de Música?

- **Yes** - 72,7% (8)
- **No** - 27,3% (3)



Reasons to not study the Grado Superior de Música*:

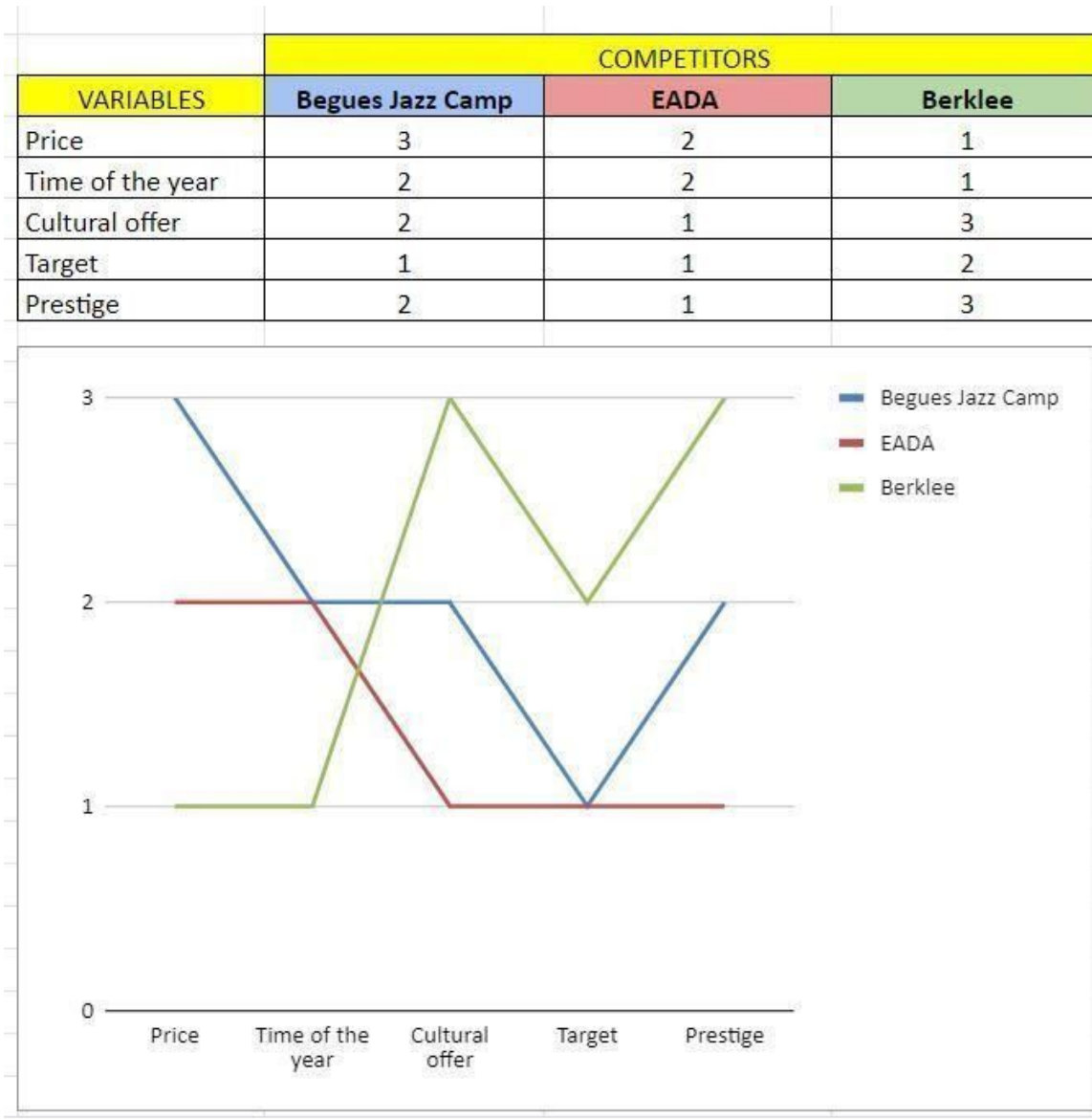
- Lack of interest - 18,2% (2)
- Lack of time - 27,3% (3)
- Lack of money - 18,2% (2)
- Preferred to study something that would grant a stable income - 54,5% (6)

Other education*:

- Medium degree (Vocational training) - 36,4% (4)
- University Degree - 63,6% (7)
- Master Degree - 27,3% (3)

* Some musicians chose more than 1 answer, thus why the total percentage is not 100%.

Annex 2. Value Curve Chart



Annex 3. SWOT analysis

SWOT ANALYSIS



STRENGTHS

- There are no direct competitors because no one offers a similar product in Catalonia.
- Strong network of local musicians.
- Our product is designed not only for established musicians but also for amateurs.
- Our product can be a substitute to music schools that are often too expensive.

WEAKNESSES

- Being new in the market, we still don't have a strong brand image.
- Lack of network in possible professors and guests.
- Lack of entrepreneurial skills (social media marketing) for which we will need to invest.

OPPORTUNITIES


- A lot of stakeholders offer grants for education (European Union) and culture (Caixa - Art for Change)
- The music market is getting more and more competitive and musicians need to improve their skills in personal branding and entrepreneurship.
- The business of summer camps is increasing. In 2018, 50% of the summer camps saw an enrollment increase comparing to the previous year (source: <https://campminder.com/camptrends/>).


THREATS

- Musicians often struggle financially and might not be able to pay for our service.
- As our product is new and innovative, competitors might arise after the first years of activity.

Annex 4. Full customer segmentation and target group details

<p style="writing-mode: vertical-rl; text-orientation: mixed;">J O A N</p>		<p>Demographics Age: 20-25 Gender: M</p>
	<p>Education: Music student Job: Music student Income: No fixed income, occasional gigs, maintained by parents Purchasing power: low</p>	
	<p>Personality: Open, social, tends to be unreliable. No strategic view for music business.</p>	
	<p>Lifestyle: Classes during the day, jam sessions and party at night.</p>	
	<p>Nationality: Catalan/Spanish Current city: Barcelona Language: Catalan/Spanish</p>	
<p style="writing-mode: vertical-rl; text-orientation: mixed;">M A R T A</p>		<p>Demographics Age: 20-25 Gender: F</p>
	<p>Education: Music student Job: Music student and part-time musician Income: No fixed income, frequent gigs, contributions by parents Purchasing power: low</p>	
	<p>Personality: Open, social, responsible, strong business mind and networking.</p>	
	<p>Lifestyle: Occasional to frequent gigs. She has good network and multiple projects. Jam sessions and party at night.</p>	
	<p>-Nationality: Catalan/Spanish -Current city: Barcelona -Language: Catalan/Spanish</p>	

T O N I		Demographics Age: 25-30 Gender: M
		-Education: Former music student -Job: Full-time musician -Income: No fixed income, frequent gigs, contributions by parents -Purchasing power: medium
		Personality: Open, social. Tends to be unreliable.
		Lifestyle: Occasional to frequent gigs. He has good network and multiple projects. Jam sessions and party at night.
		-Nationality: Catalan/Spanish -Current city: Barcelona -Language: Catalan/Spanish

R I T A		Demographics Age: 20-25 Gender: F
		-Education: Former music student, not higher education but highschool level -Job: Full-time musician -Income: No fixed income, frequent gigs, contributions by parents -Purchasing power: medium
		Personality: Open, social, responsible, strong business mind and networking.
		Lifestyle: Occasional to frequent gigs. She has good network and multiple projects. Jam sessions and party at night.
		-Nationality: Spanish/Catalan -Current city: Barcelona -Language: Spanish/Catalan

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Demographics Age: 25-30 Gender: M
-Education: Higher education, not music related -Job: Full-time job and occasional musician -Income: Fixed income -Purchasing power: high
Personality: Open, social, responsible. No strategic view for music business.
Lifestyle: Occasional to frequent gigs. He has a good network and multiple projects. Jam sessions and parties at night.
-Nationality: Catalan/Spanish -Current city: Barcelona -Language: Catalan/Spanish

Annex 5. Survey models for quality control

Título del taller

Nombre

Correo electrónico

¿Te ha resultado interesante el taller?

- Sí
- No

¿Crees que lo que has aprendido en el taller te resultará útil en el futuro?

- Sí
- No

¿Consideras importante lo que has aprendido para tu vida laboral?

- Sí
- No

¿El taller ha encajado con tus expectativas?

- Sí
- No
- No del todo

¿Por qué?

¿Te ha gustado el ponente?

- Sí
- No

¿Por qué?

¿Qué temas te interesaría tratar en un futuro taller?

- Marca esta casilla si te gustaría recibir información de nuestro siguiente taller.
- Marca esta casilla si te gustaría recibir información sobre descuentos especiales.

Vision Bootcamp (año)

Nombre y correo electrónico

¿Te ha gustado el campamento?

- Sí
- No

¿Crees que lo que has aprendido en el campamento te resultará útil en el futuro?

- Sí
- No

¿Consideras importante lo que has aprendido para tu vida laboral?

- Sí
- No

¿Ha encajado el campamento con tus expectativas?

- Sí
- No

¿Por qué?

¿Te han gustado las clases de (nombre del profesor)?

- Sí
- No

¿Por qué?

¿Te han gustado los talleres?

- Sí
- No
- Solamente algunos (especificar)

¿Te han gustado las actividades extra?

- Sí
- No
- Solamente algunas (especificar)

¿Cuál ha sido tu parte favorita del campamento?

Annex 6. Core Team and Staff



General Manager: Kristina Tomic

Communications & Event Manager with an international background, passionate about Music and Creative Industries. With more than nine years' experience working in fast-paced environments in Italy and Switzerland, in various communication and project management roles. Innovative, highly creative and self-motivated, characterized by a strong response to problem-solving, embracing challenges and enjoying working in a global/international environment.

Executive Producer: Beatriz Mocchi

Philosophy graduate with extensive experience in Academia and the world of communications and strategic planning. Strong-minded, extremely organised and objective driven, enjoys public relations and working with people both with a local and an international background.

Artistic Director: Ilaria Santolini

Graduate in Languages and Cultures for Business and a Master's Degree in Arts and Cultural Management with experience in management in the food service sector, marketing and back office in various businesses. Speaks five languages and has experience in working and building relationships in an international environment. Has studied music for more than ten years. Strongly passionate and dedicated to everything that concerns music. Creative minded and quick learner.

Advisors and Volunteers

Virginia Barrera: Coach specialized in Entrepreneurial Skills for young people.

Raquel Buson: CEICID graduate specialized in food and diets.

Diane Dodd: Professor at UIC (Cultural Institutions and Policies), Founder and Director of the International Institute of Gastronomy, Culture, Arts and Tourism and European coordinator for the International Federation for Arts Councils and Cultural Agencies.

Mohammed Elrazzaz: Professor at UIC and Project Analyst at Union for the Mediterranean with diverse experience in the Financial Sector and in International Relations with an academic career in Heritage, Arts and Cultural Management.

Sandy Fitzgerald: Professor at UIC (Fundraising), Director of Olivearte Cultural Agency, Founder Member and former Executive Director of City Arts Centre Dublin. He sat on various advisory boards and councils, including Dublin City Council Development Board.

Alfonso Gironza Marques: Industrial Engineer and MBA from IESE, Business Consultant and Professor from UIC, among others, with great experience in Business Creation, Strategy and Innovation.

Elisa Regadera: Professor at UIC and Vice Dean of the Communication Faculty, former Communications Director of DASYC Foundation and Director of Em2 Marketing & Social Communication.

Inés Martínez Ribas: Communication Consultant, Journalist, Sociologist and Professor from UIC with a great network of press professionals, insight in the artistic media of Barcelona and great contacts in La Caixa Foundation, the MACBA and the Barcelona Museum of Contemporary Art.

Vernau Mier: Music composer and performer with a great network among musicians and music businesses in Catalonia. Part-time IT Consultant and Web Designer.

Tomás Mocchi: Rock musician with a wide network of musicians in Barcelona.

Rafael Reyna: Lawyer and Tax Consultant at Reyna Serrano.

Raquel Sánchez: Dancer and dancing teacher at Malkias Company, specialized in

Leandro Sosa: Argentinian director based in Barcelona. Specialized in scriptwriting, directing and editing of audiovisual content.

Juan Ángel Soto: Director of Fundación Civismo and President of World Youth Alliance Spain, specialist in Institutional Relations.

Cecilia Surinyac: Collaborator of Fundació Montblanc, that has a huge network of houses for Summer Camps throughout Catalonia.

Rosa María Trujillo: Arts manager and Performing Arts producer with 10 years of experience in the business.

Annex 7. Communication Plan

When	What	Responsible	Status
Before Camp			
01/02/2020	Creation of Vision, Mission, Value	Bea, Ilaria, Kristina	Done
01/02/2020	Creation of Logo and Brand guidelines	Bea, Ilaria, Kristina	Done
01/03/2020	Develop communications strategy	Bea, Ilaria, Kristina	Done
01/04/2020	Customer segmentation	Bea, Ilaria, Kristina	Done
01/07/2020	Brainstorming Website content	Bea, Ilaria, Kristina	In progress
15/09/2020	Creation of Website	Kristina	To be started
15/09/2020	Creation of Social Media profiles and content for first trimester	Ilaria, Bea	To be started
01/10/2020	Launch of social media presence (Website, social media)	Bea, Ilaria, Kristina	To be started
Sept 2020 - March 2021	Content creation and production	Bea, Ilaria, Kristina	To be started
Sept 2020 - July 2021	Social Media Campaign	Social media consultant + team	To be started
During Camp			
15/08/2021	First day of the camp - Welcome, gift bags, networking drinks + posts on social media	TBD	To be started
15/08/2021	First day of the camp - welcome, gift bags, networking drinks + posts on social media	Team + professors + participants	To be started
16-20/08/2021	Videos testimonies, posts on social media	Videographer and team	To be started
16-20/08/2021	Social media campaign	Team + professors + participants	To be started
22/08/21	Last day of the camp - Goodbye posts on social media	Team + professors + participants	To be started
After Camp			
15/09/2021	Mesiversary video of the camp (on social media and website, promoting the coming events)	Bea, Ilaria, Kristina	To be started

Annex 8. Marketing and Communication Budget

	YEAR		
	2020	2021	2022
<i>Expenditure</i>			
General expenses			
Consultancy			
Social Media	590	590	590
Marketing and advertising			
Posters (250 units)	160	160	160
Flyers and postcards (5000 units)	43	43	43
Bookmarks (1000 units)	42	42	42
Tote Bags (50 units)	65	65	65
Promotional events	2000	2000	2000
Podcast "Músicos emprendedores"	50	0	0
Website (FFF)	0	0	0
Website dominion fee	50	50	50
Social Media promotion (self-managed)			
Instagram, Facebook, YouTube	0	0	0
Adverts (Social Media)	3000	6000	6000
Camp-related expenses			
Photographer and videographer team (300€/day)	0	2100	2100
Total communication activities expenditure	6000	11050	11050

Annex 9. Global Budget

YEAR	2020	2021	2022
REVENUES			
Self-financing			
Owner's Capital			
<i>Initial investment</i>	6.000,00 €	0,00 €	0,00 €
<i>Editing program for Podcast</i>	125,94 €	251,88 €	251,88 €
<i>Platform creation</i>	1.000,00 €	0,00 €	0,00 €
Membership fee	12.000,00 €	13.800,00 €	15.870,00 €
Touring Workshops	7.560,00 €	13.860,00 €	13.860,00 €
Networking Events	360,00 €	660,00 €	660,00 €
"Creative boost" events	1.980,00 €	3.630,00 €	3.630,00 €
Bootcamp Participation fee	28.400,00 €	32.660,00 €	37.559,00 €
Merchandising	2.080,00 €	2.392,00 €	2.750,80 €
<i>Sub-Total</i>	<i>59.505,94 €</i>	<i>67.253,88 €</i>	<i>74.581,68 €</i>
Sponsorships and partnerships			
Fundació Catalunya Cultura (Programa Impulsa Cultura)	10.000,00 €	0,00 €	0,00 €
Fundació La Caixa (Art for Change)	0,00 €	25.000,00 €	0,00 €
Redbull Music Academy	0,00 €	0,00 €	15.000,00 €
Escola de Música Sant Gregori	1.000,00 €	1.000,00 €	1.000,00 €
Fundació Damm	3.500,00 €	3.500,00 €	3.500,00 €
Damm (Beer contribution)	2.000,00 €	2.300,00 €	2.645,00 €
<i>Sub-Total</i>	<i>16.500,00 €</i>	<i>31.800,00 €</i>	<i>22.145,00 €</i>
Public Financing			
Workshop-related			
Ajuntament de Barcelona	2.500,00 €	2.500,00 €	2.500,00 €
Ajuntament de Manresa	1.000,00 €	2.000,00 €	2.000,00 €
Ajuntament de Tarragona	1.000,00 €	2.000,00 €	2.000,00 €
Ajuntament de Lleida	1.000,00 €	2.000,00 €	2.000,00 €
Casa de la Cultura de Girona	1.000,00 €	2.000,00 €	2.000,00 €
Camp-related			
La Marfà (Ajuntament de Girona)	2.500,00 €	2.500,00 €	2.500,00 €

<i>Sub-Total</i>	9.000,00 €	13.000,00 €	13.000,00 €
Total activities income	85.005,94 €	112.053,88 €	109.726,68 €
EXPENSES			
General expenses			
Creation of the association	38,13 €	0,00 €	0,00 €
Rent of co-working space	1.050,00 €	1.800,00 €	1.800,00 €
Technical equipment			
Office supplies	81,46 €	93,68 €	107,73 €
Salaries (500€/month - Part time)			
Director	6.000,00 €	6.600,00 €	7.260,00 €
Vicedirector	6.000,00 €	6.600,00 €	7.260,00 €
Treasurer	6.000,00 €	6.600,00 €	7.260,00 €
Consultancy			
Social media consultancy	1.000,00 €	0,00 €	0,00 €
Legal and financial consultancy	850,00 €	850,00 €	850,00 €
<i>Sub-Total</i>	<i>21.019,59 €</i>	<i>22.543,68 €</i>	<i>24.537,73 €</i>
Network-related expenses			
Website creation	1.000,00 €	0,00 €	0,00 €
Web Domain Fee	13,95 €	13,95 €	13,95 €
Zoom Business	240,00 €	240,00 €	240,00 €
Networking events catering (beverages only)	1.260,00 €	2.520,00 €	2.520,00 €
Podcast			
Editing Program	125,94 €	251,88 €	251,88 €
Guest compensation	100,00 €	100,00 €	100,00 €
<i>Sub-Total</i>	<i>2.739,89 €</i>	<i>3.125,83 €</i>	<i>3.125,83 €</i>
Workshop-related expenses			
Rent of the space	400,00 €	900,00 €	900,00 €
Professional's salary	3.840,00 €	7.040,00 €	7.040,00 €
Catering for the day	2.304,00 €	4.224,00 €	4.224,00 €
Specific supplies	488,76 €	896,06 €	896,06 €
Diploma design and print	180,00 €	330,00 €	330,00 €
<i>Sub-Total</i>	<i>7.212,76 €</i>	<i>13.390,06 €</i>	<i>13.390,06 €</i>
"Creative boost" events-related expenses			
Artist compensation	1.500,00 €	2.750,00 €	2.750,00 €
Rent of the space	300,00 €	500,00 €	500,00 €

Specific supplies	300,00 €	550,00 €	550,00 €
<i>Sub-Total</i>	<i>2.100,00 €</i>	<i>3.800,00 €</i>	<i>3.800,00 €</i>
Camp-related expenses			
Rent of the house	6.720,00 €	7.728,00 €	8.887,20 €
Catering for the week	2.352,00 €	2.704,80 €	3.110,52 €
Salaries			
<i>Organisers</i>	<i>900,00 €</i>	<i>900,00 €</i>	<i>900,00 €</i>
<i>Professors</i>	<i>1.200,00 €</i>	<i>1.200,00 €</i>	<i>1.200,00 €</i>
<i>Mentors/Ambassadors</i>	<i>3.600,00 €</i>	<i>3.600,00 €</i>	<i>3.600,00 €</i>
<i>Photographer and videographer team</i>	<i>2.100,00 €</i>	<i>2.100,00 €</i>	<i>2.100,00 €</i>
<i>Technician and sound engineer</i>	<i>1.050,00 €</i>	<i>1.050,00 €</i>	<i>1.050,00 €</i>
Insurance policy	150,00 €	150,00 €	150,00 €
Program materials and other costs	500,00 €	575,00 €	661,25 €
Renting of musical instruments	1.550,00 €	1.782,50 €	2.049,88 €
Technical equipment and supplies	1.200,00 €	1.380,00 €	1.587,00 €
Stage installation expenses	300,00 €	300,00 €	300,00 €
Beer	2.000,00 €	2.300,00 €	2.645,00 €
<i>Sub-Total</i>	<i>23.622,00 €</i>	<i>25.770,30 €</i>	<i>28.240,85 €</i>
Marketing and advertising			
Posters (250 units)	160,00 €	184,00 €	211,60 €
Flyers and postcards (5000 units)	43,00 €	49,45 €	56,87 €
Bookmarks (1000 units)	42,00 €	48,30 €	55,55 €
Tote Bags (50 units)	65,00 €	74,75 €	85,96 €
Metal Mug	200,00 €	230,00 €	264,50 €
Notepad + pen	528,00 €	607,20 €	698,28 €
Adverts (Social Media)	2.500,00 €	2.875,00 €	3.306,25 €
<i>Sub-Total</i>	<i>3.538,00 €</i>	<i>4.068,70 €</i>	<i>4.679,01 €</i>
Total activities expenses	60.232,24 €	72.698,57 €	77.773,47 €
Contingency (5%)	1.238,69 €	1.967,77 €	1.597,66 €
Surplus/deficit	24.773,70 €	39.355,31 €	31.953,21 €

Annex 10. Sales Forecast

Item	Price/unit (members)	Price/unit (non-members)	Quantity of units	Users	Sales figure
<i>Memberships</i>					
Member of VISION	€ 60	€ 60	1	200	€ 12.000
<i>Merchandise Mix</i>					
Tote bags	€ 10	€ 12	50	1	€ 520
Notepad+pen set	€ 5	€ 6	200	1	€ 1.040
Metal Mug	€ 10	€ 12	50	1	€ 520
Sub-total					€ 2.080
<i>Tickets</i>					
Bootcamp	€ 700	€ 750	1	40	€ 28.400,00
Workshop	€ 40	€ 50	6	30	€ 7.560,00
Creative Boost	€ 10	€ 15	6	30	€ 1.980,00
Networking Event	€ 5	€ 10	12	5	€ 360,00
Gross Total					€ 54.460

For the merchandise mix we estimated:

- Tote bags: to sell 30 items to members of our association and 20 items to non-members.
- Notepad+pen set: to sell 70 items to members and 80 items to non-members.
- Metal mugs: to sell 30 items to members and 20 to non-members.

Shaping your

VISION

together

