
Trabajo Final de Máster

Tartulia

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TARTULIA

UIC
barcelona

FINAL PROJECT - ANNEXES



Masters Degree in Arts & Cultural Management

Tutored by Prof. Leandro Valiatti

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ANNEX I: PESTLE, PORTER & SWOT

PESTLE analysis

Political Factors

Spain is a parliamentary democratic and constitutional monarchy country. The hereditary monarch is the Head of State and the Prime Minister is the head of government. Spain consists of 17 autonomous regions. Spain has an important role in some of the most important institutions in the world, such as the United Nations (UN), the European Union (EU), the Eurozone, the Council of Europe (CoE) etc. Spain, historically, has been a dual party country. However, since 2015 new political parties and citizen candidates have emerged, creating local, regional and national parties. Nowadays, a ministerial cabinet with members of the Socialist party (PSOE) and Unidas-Podemos (left-wing parties) has been created, constituting the first coalition government of the current democratic era. However, more right-wing parties have appeared gaining more power in the government. The country has such disagreements between political parties and between the autonomous regions and multiple general elections in a very short period, that it creates a climate of tension and political discontent. These factors make the country's policies very changeable in a few years, especially cultural policies.

Economic Factors

Spain's economy, like its population (47 million), is the fifth largest in the European Union and in absolute terms, the thirteenth largest in the world. The key industries that contribute significantly to Spain's GDP are tourism, manufacturing, agriculture, energy, and electricity. Spain has suffered from an economic recession for more than 10 years, with high unemployment rates and unfavorable loan conditions. To make the situation worse, add to this unresolved structural problems, the Covid Crisis. The COVID-19 pandemic and the strict confinement measures put in place in Spain to contain it have led to an unprecedented downturn in economic activity this year. In 2020, Spain's gross domestic product (GDP) will shrink by 12.8%, the biggest contraction of all advanced economies. The country is also headed for a record-high deficit and soaring unemployment. Measures to limit job losses and support the corporate sector have cushioned the impact. Output is forecast to rebound strongly in the second half of the year, but the recovery will be uneven across sectors and the significant increase in the unemployment rate this year will be only partly reversed over the next two years. The economic downturn is set to worsen the general government balance, which will decrease gradually from 2021 onwards. The annual GDP growth forecast for 2020 is -12.4%; +5.4% for 2021 and +4.8% for 2022. It is a particularly delicate time for the Spanish economy, which was trying to recover from the three months of confinement last spring and after a summer that was disastrous for tourism. The upsurges are hitting Spain hard, which casts new doubts on the recovery: the restrictive measures on mobility will once again affect travel, tourism and consumption and the economy as a whole.

Sociocultural Factors

Spain has a total population of 46.7 million people (2019-Eurostat) and the main languages are Spanish, Catalan, Valencian, Gallego and Euskera. Spaniards are generally relaxed, friendly, open to chat with anyone and they enjoy the benefits from an excellent climate and a relatively affordable cost of living. In terms of schedule, Spain has one of the most unique. Spaniards usually have long breaks and lunchtime-siesta and late bedtime. Spain is a very rich country in terms of different activities and cultural regions within the country. It has different languages, regional festivals, unique gastronomy, cultural heritage (tangible and intangible), all of it very diverse in each of its regions. Furthermore, immigration has brought a new plurality of cultures and beliefs. In little more than a decade, it has gone from about 700,000 immigrants to more than 4 million, around 10% of the population is immigrant.

Technological Factors

Spain spends about \$19.2 billion on Research and Development. Due to recession there have been cuts in research expenditure but the plan is to improve its budget for research purposes to at least 2% of the country's GDP. Spanish technology companies are among the most important in Europe and well-known around the world because of the contributions in air and road traffic control, international securities, renewable energies, civil engineering, and mobile communications. Moreover, Spaniards are very well known for their use of social media, using as major networks Instagram, TikTok, Pinterest, Twitter, Facebook, YouTube. Due to the CoronaVirus technology has gained much popularity and importance. The use of technology can improve user experience or it can be the only way to interact with customers. Technology has a great potential transforming the cultural sector.

Legal Factors

Spain has an independent judiciary system and it is a highly bureaucratic country with strict laws and procedures. Full-time employees must work 40 hours a week, and they cannot work more than 9 hours a day unless there is an agreement in place. Workers in the cultural sector have been living with instability and job insecurity for years. Most artists have had and continue to have occasional jobs, temporary contracts, discontinuity in income and the impossibility of maintaining a Social Security contribution on a regular basis. In addition, the sector has great difficulty in terms of the union organization that can fight to have adequate cultural policies and that protect the artist from this labor instability.

Environmental Factors

Spain, as other European countries, has environmental challenges such as air and water pollution, deforestation and desertification. Moreover, as it is one of the best holiday destinations in the world, tourism has a high impact on the country in terms of environmental factors like the noise of airplanes and cruise ships, abuse of natural resources, and loss of public spaces. However, companies and individuals are subject to laws and regulations in the amount of pollution created and the resources used. More than 70% of Spain's energy comes from fossil fuel, but the use of renewable energy sources is growing. Currently, 12% of Spain's energy is nuclear energy – the leading renewable energy source in the country. This means that Spain has been slow to adopt renewables, in comparison to, say, many Scandinavian countries, but there is consciousness of the need to do so.

PORTER analysis

Suppliers

- Web developer and web designer – WEAK: easy to find, works according to our requests.
- Expert for training – STRONG: difficult to find, need for authority in the field, fundamental part of our project, availability to work with us.
- Legal advisor – WEAK: easy to find.
- Accounting advisor – WEAK: easy to find.
- General advertising and communication providers – MEDIUM: easy to find but could be very useful for us.
- Specialized advertising and communication providers (contemporary art magazines and platforms) – STRONG: need willingness to work with us and promote us, difficult to catch their attention, they offer very high quality and tailored promotion.
- Cultural institutions (universities and cultural centers) – MEDIUM: need willingness to work with us and promote us, difficult to catch their attention, they offer a very valuable network base and could sponsor us with spaces and equipment, possibilities of coworking and abundance of young artists figures.
- Photographer for artworks to go in the website archive – WEAK: easy to find, works according to our requests.
- Logistic and transportation – MEDIUM: it needs to be specialized, we can't lose or damage artworks.
- Generic service suppliers (utilities, print, merch, equipment, etc.) – WEAK: easy to find.

Customers

- Upcoming artists – MEDIUM: main customer segment, need to be appealing to their eyes and shape our project according to their needs, there are a lot of them which make us stronger.
- Galleries – STRONG: second main customer segment, need to be appealing to their eyes and shape our project according to their needs, its difficult to communicate with them, we need them for their authority and brand equity.
- Collectors – MEDIUM: difficult to find and communicate with them, they can be useful for us, but they are not our main source of income.
- General public – WEAK: important only when organizing specific events (vernissages, finissages, conferences, etc.), they are not our main source of income but can be a good one during the events and we need them for the mouth to mouth communication.
- Art enthusiast public – MEDIUM: they could become collectors, useful network and mouth to mouth communication, probably willing to pay for artworks and events.

Competitors (substitutes)

- Other online selling contemporary art platforms – STRONG: they are already settled and have a developed network, they want to keep their powerful position, they already have higher visibility than us and can work from wherever and with whoever.
- Other physical contemporary art galleries for upcoming artists – STRONG: they are already settled and have a developed network, they want to keep their powerful position, they already have higher visibility than us. They already have their exposition space (where you can see artworks live), artists and collectors and can create personal connections.
- Other online contemporary art galleries for upcoming artists – STRONG: they are already settled and have a developed network, they want to keep their powerful position, they already have higher visibility than us and can work from wherever and with whoever.

New entrants

- IRRELEVANT because we are new entrants and through our market research we didn't find anyone offering the same set of services that we do in the same way.

Rivalry

Overall competition in the market + entry barriers – MEDIUM: because there are already a lot of entities that offer part of our set of services, mainly ways to sell art both online and physically. Entry barriers are economically low (we don't need expensive equipment), but we lack authority (fundamental) and visibility in the market. Our main challenge will be developing a strong network base and being appealing for galleries. The exit barriers are medium, especially in the first phases because we'll be online, but as our business model is based on 4-6 months membership is going to be difficult to exit without having to give money back or finishing the services offered. Also low in the successive phases because we plan to rent the space.

SWOT analysis

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none">● Innovative.● Wide range of activities.● Inclusive of all market phases.● High networking and coworking potential.● High potential of creating long lasting commercial relations.● Low initial costs.● High potential of economic return for members.● Creation of economic synergy in the territory (circular economy).● Competitive prices.	<ul style="list-style-type: none">● No brand equity/authority.● No physical presence in the first 3 phases (see roadmap pg. X).● Difficult to raise money in the first 3 phases.● Lack of personal contact in the phases 1, 2 and 3.● Logistic difficulties in organizing all our services.
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none">● Market niche● A lot of artistic talents are interested in our services (see survey results pg. X).● Collaboration trend between cultural institutions.● Potential to grow abroad replicating the business model.	<ul style="list-style-type: none">● Difficulties in communicating with galleries.● Covid-19 (starting from phase 4 see roadmap pg. X).● General reluctance in spending for art and education due to covid-19 economic crisis.

ANNEX II: BENCHMARK ANALYSIS

TARTULIA BENCHMARK												
Company	Website	Location	Profit (YES/NO)	Mission	Membership	Activities	Customer segment	Exhibitions	Training	Networking	APP	Others
ART Community	https://art.art/community	UK	YES	.art is the art world's digital domain, free of industrial and geographical constraints. It's a place where artists, institutions, professionals and creatives can register a clear and concise website address that reflects their occupation and belonging. Our mission is to support the artistic community, protect and strengthen digital identity of its members and generate value from art. We are constantly fostering partnerships and developing new tools to serve as an activation agent to connect tech, art and finance – digitally, but on a human scale.	Fixed renewal rates (9\$/year por standard domain names and about 30\$ a year for premium domains) 10 year renewal package (81\$ or 300\$)	Branding, better search results, availability & memorability of domain names, digitalization of the art market, training, creation of webpage	Artists, fashion designers, performance artist, graphic designers, photographers, bloggers, etc... + art communities and schools	no	yes	yes	no	style
En casa el Musical	Instagram	Spain	NO	To make musical theater accessible in COVID times. Discover new artists, connect new artists with professionals.	NO		Professional, musical lovers	no	yes	no		interest in the training part
Sala Beckett	https://www.salabeckett.cat/en/	Barcelona	Yes	The Sala Beckett is a space for the theatre-related creation, training and experimentation, devoted especially to promoting contemporary playwrighting and to disseminating Catalan theatrical authorship.	Authors Club	Shows, Training, Creation, Thought and Deates, Playwriting tutorials, Authors Club	theatrical authors, stage creators, professionals from different spheres and disciplines. Public in general		yes	no		interest in the training part
Hangar	https://hangar.org/en/	Barcelona	?	Hangar's mission is to support the visual artists and creators during the different phases of their art production processes as well as to contribute to the best development of their projects. For doing so, Hangar facilitates them equipments, facilities, production assistance and a suitable context for experimentation and free knowledge transfer.	No	Residencies, Production Lab, Research, Coworking Area,	Artists	no	yes	yes		interest in the creative hub, visual arts
The abundant artist	https://theabundantartist.com/about/		Yes	Our mission is to teach talented artists to sell their art and to dispel the "starving artist myth" forever.	Yes, depending on the service you require (small groups, individual)	Training artists to sell their art in three wats 1. Self study courses for art business 2. Support from the community (abundant artist association) 3. One on one coaching online	Emerging artists	no	yes	yes	no	
Home Session	http://www.homesession.org/wordpress/	Barcelona	?	Since 2007, Homesession promotes the creation in the field of visual arts: it combines a residency open to international artists, production grants for Spanish artists as well as an educational programme: Polaritats.	?	Residencies, Education (Workshops, Talks, Interviews), Art space, Production	Artists and curators	no	yes	yes		only educational program?

Fabra i Coats	https://www.barcelona.cat/fabraicoats/	Barcelona	No	Fàbrica de Creació supports artistic creation and has workspaces for the performing arts, music and sound research, plastic and visual arts, multimedia creation and audiovisual creation.	?	Research Lab, Creative Lab, Residency, Promotion Center, Networking	Artists, Association, managers, producers, distributors etc	no	no	yes		
Jiwar	https://jiwarbarcelona.com/	Barcelona	?	Jiwar Creació i Societat has been for seven and a half years a space of creation and residency of artists. The project is inspired by the Mediterranean tradition of JIWAR, an Arabic word that literally means neighbourhood, evoking a philosophy of life that involves bringing values and connecting experiences.	?	Making Neighbourhood, open studios, workshops, africa project, residency (visual arts, writers, performing arts, music and research)	327 artists have passed, 272 of them in Jiwar's own programs and the rest from collaborations with other institutions.					creative hub-closed project
La Escocesa	https://laescocesa.org/es	Barcelona	no	La Escocesa contribuye a generar formas alternativas de experiencia que partan de la práctica artística.	si (10€/month - 6 months renewable)	residencias, proyectos de investigación, actividades de producción e internacionalización y una red de socias usuarias	artistas y agentes culturales en las distintas fases de su trayectoria	no	yes	yes		femenine language
Espronceda	https://www.espronceda.net/about/	Barcelona	no	Its mission is to provide a multidisciplinary environment and a platform for creation which promotes international dialogue between artists, curators, critics, gallery owners, collectors, cultural institutions and lovers of art & culture. We also want to share with all innovators and people who believe in the importance of synergies of technology, future & art.		promotes educational and cultural programs and diffusions by presenting exhibitions and concepts by renowned artist as well as by exploring curatorial concepts and by organizing a variety of concerts, workshops, roundtables and hosting meetings for art professionals	national/international artists & curators	yes	yes?	yes		same stakeholders, but for art and culture
NauArt	https://www.nauart.com/nauart/	Barcelona	yes	NauART es un espacio de producción artística centrado en las artes visuales y plásticas contemporáneas. Su misión es potenciar la creación, la investigación y la difusión artística mediante el apoyo a creadores profesionales, emergentes y amateurs, fomentando la formación y el intercambio de recursos y experiencias.	yes (residents + club)	Organización y coordinación de workshops, eventos y exposiciones. Gestión de espacios propios y externos para actividades culturales. Gestión de espacios de creación propios para artistas. Promoción de los integrantes que forman la Comunidad NauART.		yes	yes	no		
SOTA		USA		Promote women artists				yes	yes	yes		agency
The tax collection		USA	yes	tartulia 2.0				yes	no	yes		manifesto
United talent agency		USA		agency - fine arts branch. match artists to work with brand and securing contracts				no	no	no		contact with companies outside the artworld

new blood art			yes	online shop	no	charge only on sales		online	no	no		sell online + online exhibitions
emerging artist galleries			yes	online shop	fee for submitting work (10 pounds a month for 10 artworks)	also comission on sales		no	no	no		
emergent magazine			?			advertises exhibitons for their partnerts, you can't buy online interviews and articles they publish		no	no	no		they send their magazine to galleries and museums
art garage		Barcelona				they go to places and set up exhibitions and sell them (at bridge) you can buy online + merch		yes	no	no		organizing pop-up exhibitions
artsy				sell art				no	no	yes		auctions
viridian artists		USA		tartulia	290 per month, 250 if you work 4 hours a month	Solo show, group exhibitions, website		yes (solo exhibitions, gallery group shops)		yes		annual international competitions, meet the artists, space rental, monthly gallery meetings
rising agency		UK	yes	agency + creative hub				no	yes	yes		donate
artnet				24/7 bidding + partners				auctions	no	yes		price database, to show you how to price your artwork, auctions
rea fair					20€ for the subscription	example on how to set up an open call.		no	no	no		
bonfire				online platform of galleries, artists and collectors. digital artist residencies	residence 220€/ 6 weeks			no	yes	yes		
artists go wild				free of charge art contest every months, events, networking	free			yes	no	yes		
art hunter				app, show artists on their page, instagram consulting program for artists and galleries	?			no	no	yes		
avant arte		amsterdam		for the next generation of collectors		digital platform for collector, online shop		no	no	yes		video

ANNEX III: QUESTIONNAIRE FOR UPCOMING ARTISTS

https://docs.google.com/forms/d/1F4DaL4CtrNloGLhjogH8zUbjGjFfazQTk34PLneTF2U/viewform?edit_requested=true

ANNEX IV: QUESTIONNAIRE FOR GALLERISTS

https://docs.google.com/forms/d/1cm5cXBHkFUSYQlmaBvzGpeqWDwj-hm23ouwRKGR30EM/viewform?edit_requested=true

ANNEX V: UPCOMING ARTISTS QUESTIONNAIRE ELABORATED RESULTS

AGE	
Age	Cuenta de Gender
<18	1
>65	3
18-25	37
26-35	29
36-50	6
51-65	8
Totale complessivo	84

OCCUPATION	
Occupation	Cuenta de How much would you be willing to pay for a membership including the services listed in the previous question (monthly)?
Full-time job	8
Part-time job	5
Retired	3
Student	11
Student, Full-time job	2
Student, Part-time job	5
Student, Retired	1
Unemployed	6
Suma total	41
If not, would you be interested in doing so?	Yes
Would you sell your art online?	Yes

OCCUPATION + STUDENT FORMATION			
Cuenta de How much would you be willing to pay for a membership including the services listed in the previous question (monthly)?	Do you have an artistic formation?		
Occupation	No	Yes	Totale complessivo
Full-time job		8	8
Student	4	7	11
Student, Part-time job	2	3	5
Totale complessivo	6	18	24

Occupation	(più elementi)
If not, would you be interested in doing so?	Yes
Would you sell your art online?	Yes

Cuenta de How much would you be willing to pay for a membership including the services listed in the previous question (monthly)?			
If yes, please specify	No	Yes	Totale complessivo
Artistic high school		3	3
Fashion Design		1	1
Master of Fine Arts		7	7
Multimedia		2	2
Sculpture		1	1
Visual Arts		3	3
(vuoto)	6	1	7
Totale complessivo	6	18	24

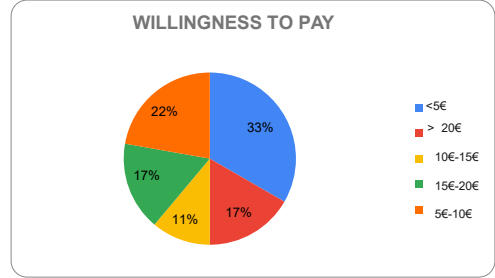
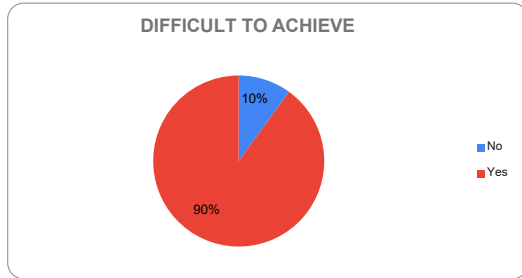
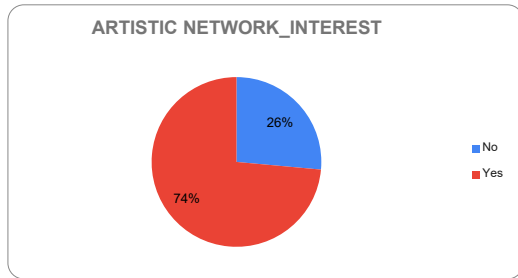
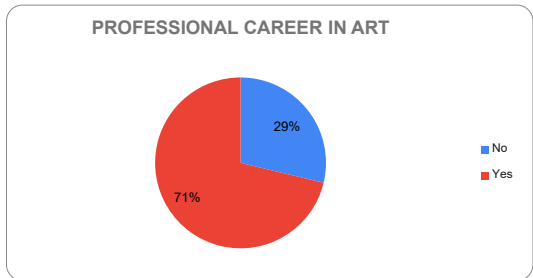
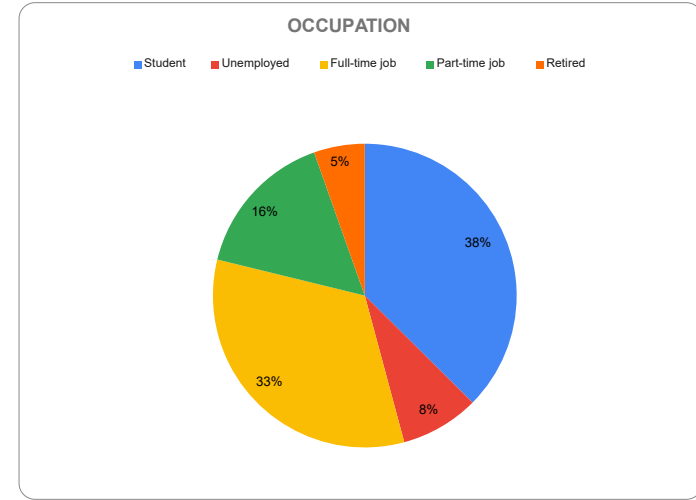
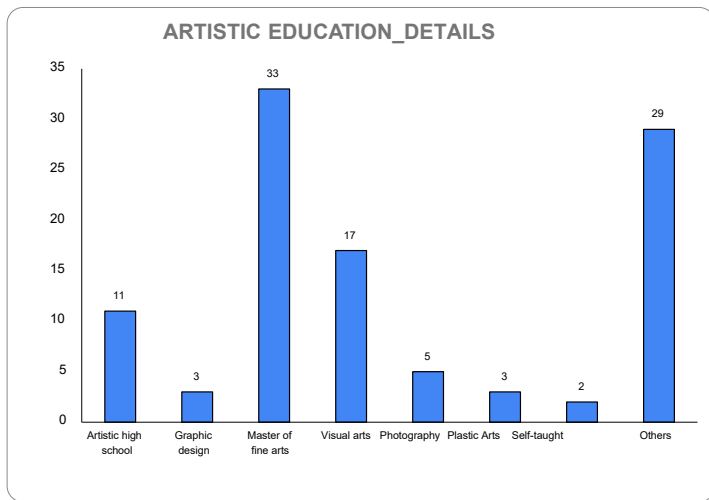
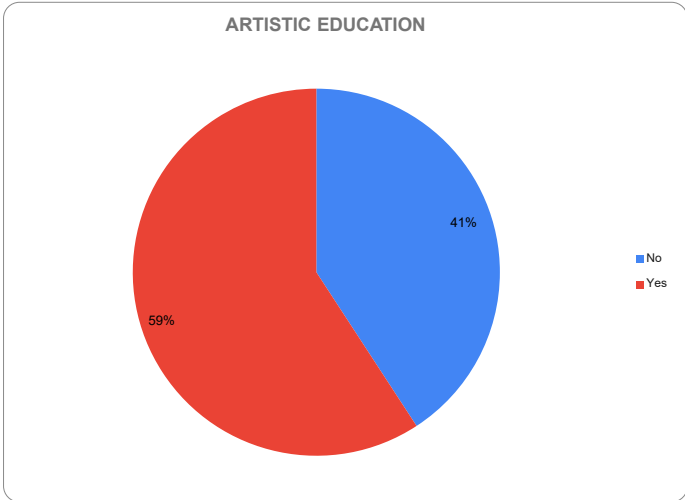
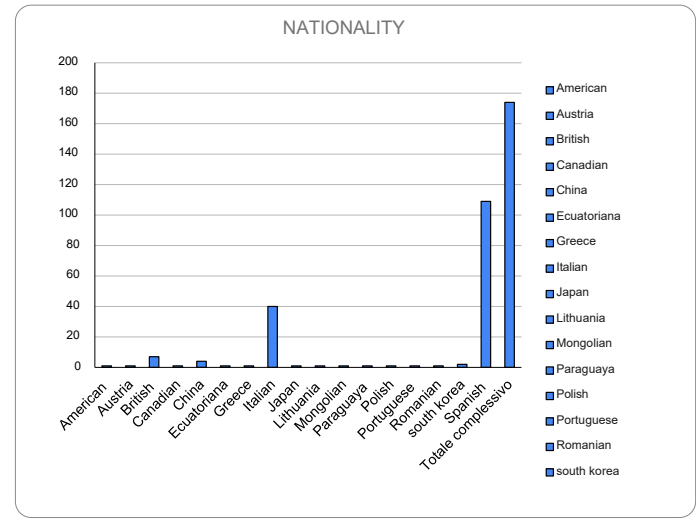
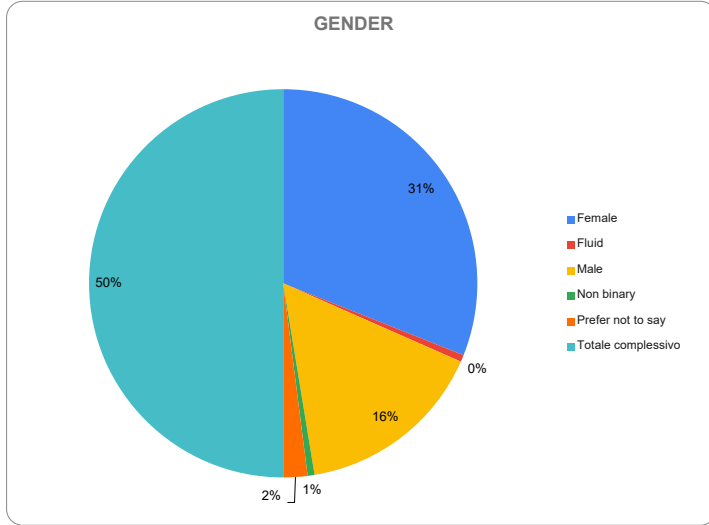
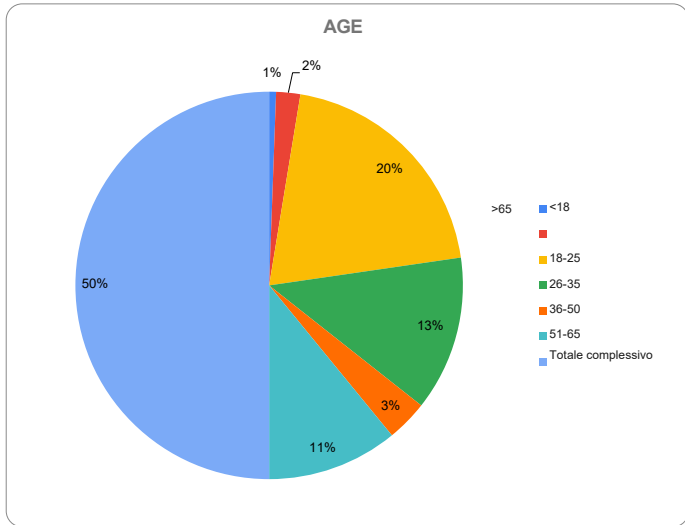
TARTULIA

CUSTOMER SEGMENT: people (18-35) with an artistic formation who seek a professional career in visual arts, and who are not currently working with an art gallery. Wish to be part of an art community

WILLINGNESS TO PAY		Networking	Selling	Training				
Cuenta de Age	Level of Income - Monthly (Net Income)							
How much would you be willing to pay for a membership including the services listed in the previous question (monthly)?	<1.000€	>3.000€	1.000€-1.500€	1.500€-2.000€	2.000€-3.000€	No Income	Prefer not to say	Totale complessivo
<5€	6	1	1	1		4	8	21
>20€	2	1	1			2		6
10€-15€	6		5	1	1	6		19
15€-20€	3	2	2	1		3	2	13
5€-10€	15		2	3		5		25
Totale complessivo	32	4	11	6	1	20	10	84

		Networking	Selling	Training		
Cuenta de Age	If not, would you be interested in doing so?	Would you sell your art online?	Would be interested in receiving specific training based on these topics?			
	Yes			Yes Totale	Totale complessivo	
	Yes		Yes Totale			
How much would you be willing to pay for a membership	No	Yes				
<5€	1	7	8	8	8	8
>20€		3	3	3	3	3
10€-15€	3	7	10	10	10	10
15€-20€		9	9	9	9	9
5€-10€	2	9	11	11	11	11
Totale complessivo	6	35	41	41	41	41

		Networking	Selling	Training		
Cuenta de	How much would you be willing to pay for a membership including the services listed in the previous question (monthly)?	If not, would you be interested in doing so?	Would you sell your art online?	Would be interested in receiving specific training based on these topics?		
		Yes			Yes Totale	Totale complessivo
		Yes		Yes Totale		
Age	No	Yes				
<18		1	1	1	1	1
>65	1	2	3	3	3	3
18-25	2	7	9	9	9	9
26-35	3	13	16	16	16	16
36-50		6	6	6	6	6
51-65		6	6	6	6	6
Totale complessivo	6	35	41	41	41	41



Gender	Count
Female	108
Male	55
Fluid	2
Non binary	2
Prefer not to say	7

Nationality	Count
American	1
Austrian	1
British	7
Canadian	1
China	4
Ecuadoriana	1
Greece	1
Italian	40
Japan	1
Lithuania	1
Mongolian	1
Paraguayana	1
Polish	1
Portuguese	1
Romanian	1
South korea	2
Spanish	109

Artistic formation	Count
Artistic high school	11
Graphic design	3
Master of fine arts	33
Visual arts	17
Photography	5
Plastic Arts	3
Self-taught	2
Others	29

Artistic formation	Count
Yes	103
No	71

City of residence	Count
Ambato	1
Asunción	1
Barcelona	12
Bilbao	2
Bologna	2
Bordano	1
Brescia	9
Bricket Wood	1
Calolziocorte	1
Cardiff	2
CDMX	1
Faenza	1
Fiesso d artico	1
Guangzhou	1
Lecco	2
London	15
Lugo(Ra)	1
Madrid	66
Málaga	1
Milano	3
Murcia	1
Nanjing	1
Naples	1
Noale	1
Obeilar	1
Olot	1
Orlando	1
Padova	5
Pamplona	1
Pravisdomini	1
Resana (TV)	1
Rome	1
Rotterdam	1
Santander	1
Sevilla	12
Terrassa	12
Treviso	2
Venice	5
Wolfsberg	1

Occupation	Count
Student	76
Unemployed	17
Full-time job	67
Part-time job	32
Retired	11

Level of income	Count
No income	39
<1.000€	41
1.000€-1.500€	18
1.500€-2.000€	22
2.000€-3.000€	14
>3.000€	14
Prefer not to say	26

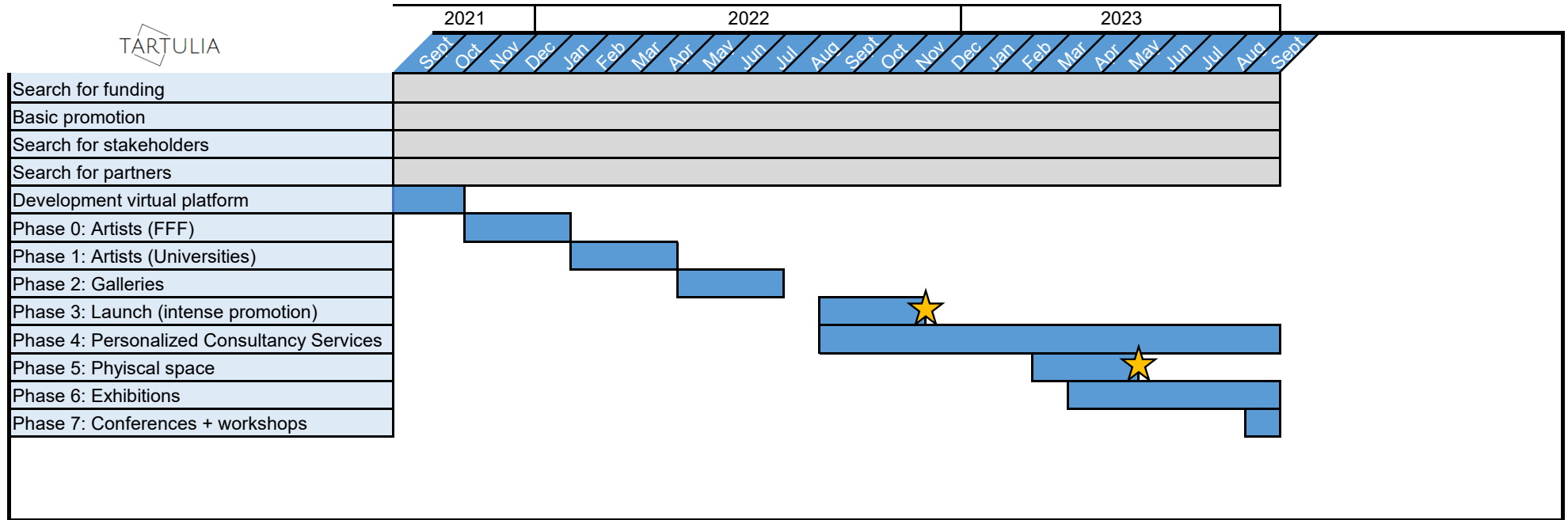
Payed platforms	Count
0	28
1	30
2	38
3	35
>3	43

ANNEX VI.1: OPERATIONAL PLAN

Phase	Prefase	0	1	2	3	4	5	6	7
Stakeholder	NA	Artists (FFF)	Artists (Universities)	Galleries	Launch	Artists Galleries staff	Artists Galleries General public	Artists Galleries General public	Artists Galleries General public
Demand evolution	NA	30 artists Functional website	20 artists	10 galleries (BCN)	50 artists (BCN) 10 galleries	TBD	TBD	6 exhibitions	TBD
Location	Online	Online	Online	Online	Online	Online	Online + physical	Online + physical	Online + physical
Value proposition scope	NA	Archive Online presence Visibility Selling platform	Archive Online presence Visibility Selling platform	New market Visibility Community/network Advertising expos web+nI (betting on artists)	Promotion Marketing Growth	Personalized Consultan	Physical space	Exhibitions Events	Conferences Physical Personalized Consultancy Services
Marketing (awareness)	NA	Instagram Mouth-to-motuh	Personal selling Instagram Mouth-to-mouth	Personal selling Instagram Mouth-to-mouth		Personal selling Instagram Mouth-to-mouth	Personal selling Instagram Mouth-to-mouth	Personal selling Instagram Mouth-to-mouth	Personal selling Instagram Mouth-to-mouth
Staff	Web developer	Group members	Group members	Group members	Group members	Group members	Group members	Group members + other staff	Group members + other staff
Partners	Ajuntament de Barcelona, ICEC, UIC		UAB, UB, Escola de Disseny i Art de Terrasa, 4YFN MWC		TimeOut, El País, Culturalnquieta, La Vanguardia	Home Session Barcelona, Hangar, Halfhouse, Centre d'Art La Rectoria	Estrella Damm, Martini	Casa Velazquéz, Matadero Madrid, Laboral Gijón, Bilbao Arte, Valparaíso Mojacar	SWAB Barcelona
Income	Equity, funding	Donations (Sales)	Donations (Sales)	(Memberships) Donations (Sales)	(Memberships) Donations (Sales)	(Memberships) Donations (Sales)	(Memberships) Donations (Sales)	(Memberships) Donations Tickets (Sales)	(Memberships) Donations Tickets (Sales)
Costs	NA	App maintenance Logistics	App maintenance Promotion costs	App maintenance Promotion costs	App maintenance Promotion costs	App maintenance Promotion costs	Rent (Renovation) Utilities Furniture App maintenance Promotion costs	Exhibitions + events costs App maintenance Promotion costs	Events costs App maintenance Promotion costs
Investments	Web developer + design + fees	NA	NA	NA	Promotion costs	NA	Building renovation	NA	NA
Time frame	2 months	3 months	3 months	3 months	3 months	3 months	NA	5 months	NA

<p>Operations strategy</p>	<p>Contacting web developer, follow-up of the situation and monitor&control</p>	<p>Contact FFF and convince them to join tartulia, find professional photographer for the online archive, logistics related to selling of artworks outsourced</p>	<p>For artists: Select which universities we are going to contact, prepare the presentations, prepare merchandising and find a supplier for the merch. Prepare visual materials for the presentations Follow-up of the students/teachers to evaluate the impact of the presentations and level of engagement For partners (universities): prepare visual material, find potential partners, schedule meetings, presentations and follow-up to evaluate</p>	<p>For galleries: Select which galleries we are going to contact, prepare the presentations, prepare merchandising and find a supplier for the merch. Prepare visual materials for the presentations Follow-up of the galleries to evaluate the impact of the presentations and level of engagement For partners (cultural institutions): prepare visual material, find potential partners, schedule meetings, presentations and follow-up to evaluate impact and generated</p>	<p>Follow the marketing plan strategy, prepare Social Media For partners (press&media): follow communications plan</p>	<p>Have the experts, teachers, schedule, platform, material for the online courses, prepared for the starting date of the Personalized Consultancy Services. Follow-up after each class and pivot accordingly to the feedback received. For partners (Business schools and educational platforms): follow fundraising plan</p>	<p>Find the building, rent and renovations plan, furnishing and design of the space. Licenses, fees and taxes ready and payed to start operating as soon as the renovations are done.</p>	<p>Organize the programme of the exhibitions for one year, Logistics related to the artworks and artists Contact artists Sign contract Buy material Setup Advertising Invite media Order catering Receive purchase orders Deinstall Follow marketing and communication plan Organization of Vernissage and Finissage</p>	<p>Have the experts, teachers, schedule, platform, material for the online courses, prepared for the starting date of the Personalized Consultancy Services. Follow-up after each class and pivot accordingly to the feedback received. Setting up the space for the conferences+talks (part of the design plan) + prepare necessary furnishing</p>
<p>Technology & equipment</p>	<p>Online platform</p>	<p>Online platform</p>	<p>Online platform</p>	<p>Online platform</p>	<p>Online platform</p>	<p>Online platform</p>	<p>FF&E OS&E Security</p>	<p>Equipment related to installing&deinstalling exhibitions Event equipment in general Merchandising for the expo</p>	<p>Material for the Personalized Consultancy Services Online platform secured and ready Development of functionalities within the platform</p>

ANNEX VI.2: GANTT



ANNEX VI.3: RISKS MANAGEMENT



	Risk	Criticality	Management
COVID-19	Restrictions in relation to events attendance	Low	When approaching the physical launch phase, ensure restrictions are no longer applicable/find alternate solutions to comply to the regulations while still celebrating the events + exhibitions
	Economic recession	Low	Adjusting prices of memberships to demand/willingness to pay
Looking for funding (public)	Not eligible for public funding	Medium	Increase private funding
	Eligible but not applicable to all	High	Grant study and management (previous to receiving the money)
Looking for funding (private)	No sponsors/investors	High	Manage budget and potentially rearrange timeline of phases
Basic promotion	Not effective	Medium	Well defined customer segment and preliminary study + realistic budget + pivoting based on continuous feedback
Development virtual platform	More time and money than anticipated, not appealing to users, low engagement	Low	Basic concept + look & feel + maintenance and flexibility
Phase 0: Artists (FFF)	Not reaching goal of members	Medium	Work with flexible ranges + continuous feedback
Phase 1: Artists (Universities)	Not transmitting effectively the project	Medium	Work with flexible ranges + continuous feedback
Phase 2: Galleries	No interest	High	Develop an attractive proposal + incentive + ability to pivot depending on feedback
	No willingness to pay	Medium	Find an alternative for memberships
Phase 3: Launch (intense promotion)	Not effective	High	Exhaustive control of the impact, clear and effective marketing plan, defined success metrics
Phase 4: Personalized Consultancy Services	No interest	Medium	Previous research and understanding their interests before planning the service
	No personnel	Low	Have time to find professionals and have alternative options
	Not profitable	High	Clear break-even point and willingness to pay
Phase 5: Physical space	Initial investment	Medium	Funding + alternative options (public spaces)
	Long-term maintenance	Low	Budget + forecast + control
Phase 6: Exhibitions	No sales	Low	Good customer base + database + newsletter + exhibition promotion + effective and timely planning
	No visibility for the artists	High	Very effective communication plan, events planned and profitable
Phase 7: Conferences + workshops	No interest	Low	Reprogramming depending on feedback

ANNEX VII: FUNDING PLAN

GRANTS:

1. Subvencions per a la realització de consultorías para empresas o entidades culturales
 - **Topic:** Consultancy
 - **Link:** <https://icec.gencat.cat/es/tramits/tramits-temes/Subvencions-per-a-la-realitzacio-de-consultories-per-a-empreses-o-entitats-cultural?s?category=230652bb-0738-11e8-ac82-005056924a59&evolutiuTramit=1>
 - **Institution:** ICEC
2. Subvenciones para inversiones en tecnologías de la información y comunicación para proyectos de experimentación e innovación en Barcelona 2019
 - **Topic:** Technology
 - **Link:** <https://seuelectronica.ajuntament.barcelona.cat/oficinavirtual/es/tramit/20160001221>
 - **Institution:** Ajunt.
3. Subvenciones para la adecuación de locales de entidades culturales representativas de otras ciudades y comunidades autónomas con sede en Barcelona
 - **Topic:** Physical Space
 - **Link:** <https://seuelectronica.ajuntament.barcelona.cat/oficinavirtual/es/tramit/20170001266>
 - **Institution:** Ajunt
4. Obras de adecuación de espacios y/o de bienes i servicios necesarios para adaptar espacios culturales a las medidas Covid-19
 - **Topic:** Physical Space
 - **Link:** <https://seuelectronica.ajuntament.barcelona.cat/oficinavirtual/es/tramit/20200001415>
 - **Institution:** Ajunt.

FORMATION

1. Creación de empresas, ocupación y desarrollo profesional
 - **Topic:** Business
 - **Link:** <https://seuelectronica.ajuntament.barcelona.cat/oficinavirtual/es/tramit/20080001102>
 - **Institution:** Ajunt
2. Servei de Desenvolupament Empresarial (SDE),
 - **Topic:** Business
 - **Link:** https://icec.gencat.cat/ca/serveis_tramits/formacio/
 - **Institution:** ICEC (SDE)

LOANS

1. Prestamo para Inversiones y Circulante
 - **Topic:** Initial Investment
 - **Link:** https://icec.gencat.cat/web/.content/05_serveis_tramits/01subvencions/pdfs/prestecifc.pdf
 - **Institution:** ICEC

ANNEX VIII.2: GALLERIES MEMBERSHIP



	MAR-23	APR-23	MAY-23	JUN-23	JUL-23	AUG-23	SEP-23	OCT-23	NOV-23	DEC-23	JAN-24	FEB-24	MAR-24	APR-24	MAY-24	JUN-24	JUL-24	AUG-24	SEP-24	OCT-24	NOV-24	DEC-24
€	0	0	0	0	0	0	0	0	0	0	0	0	760	911	1069	1235	1409	1590	2464	2730	3004	3285
N. Gal	3	6	9	12	16	20	24	28	32	36	40	44	49	54	59	64	69	74	79	84	89	94
G. Pro	0	0	0	0	0	0	0	0	0	0	0	0	10	11	12	13	14	15	16	17	18	19

74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €	74 €
686 €																			686 €				
81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €	81 €
756 €																			756 €				
89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €	89 €
826 €																			826 €				
96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €	96 €
896 €																			896 €				
104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €	104 €
966 €																			966 €				
111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €	111 €
1.036 €																			1.036 €				
119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €	119 €
1.106 €																			1.106 €				
126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €	126 €
1.176 €																			1.176 €				
134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €	134 €
1.246 €																			1.246 €				
141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €	141 €
1.316 €																			1.316 €				

N. Gal	Price
3	55
4	80
5	100

Galleries Pro		
Month.	25 €	30%
Full	100 €	70%

ANNEX VIII.3: PERSONALIZED CONSULTANCY SERVICES MEMBERSHIPS



	JUL-23	AUG-23	SEP-23	OCT-23	NOV-23	DEC-23	JAN-24	FEB-24	MAR-24	APR-24	MAY-24	JUN-24	JUL-24	AUG-24	SEP-24	OCT-24	NOV-24	DEC-24						
€	0	0	0	9458	10941	12482	11640	15971	17611	14056	15255	15669	15210	16483	16789	24008	22484	22001						
N. Art	-	-	-	28	30	33	36	39	41	15	17	17	18	18	19	20	17	17						
				670 €	670 €	670 €	670 €	670 €	670 €	353 €	353 €	353 €	353 €	353 €	353 €	468 €	468 €	468 €	468 €	468 €	468 €			
				8.789 €						4.631 €						6.143 €								
				727 €	727 €	727 €	727 €	727 €	727 €	727 €	396 €	396 €	396 €	396 €	396 €	396 €	418 €	418 €	418 €	418 €	418 €	418 €		
				9.545 €							5.198 €						5.481 €							
				785 €	785 €	785 €	785 €	785 €	785 €	785 €	410 €	410 €	410 €	410 €	410 €	410 €	396 €	396 €	396 €	396 €	396 €	396 €		
				10.301 €							5.387 €						5.198 €							
				670 €	670 €	670 €	670 €	670 €	670 €	670 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	468 €	468 €	468 €	468 €	468 €	468 €
				8.789 €							4.631 €								6.143 €					
				929 €	929 €	929 €	929 €	929 €	929 €	929 €	929 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	
				12.191 €								5.765 €												
				979 €	979 €	979 €	979 €	979 €	979 €	979 €	979 €	979 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	
				12.852 €								5.954 €												
				353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	353 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	
				4.631 €													6.143 €							
				396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	
				5.198 €													5.481 €							
				410 €	410 €	410 €	410 €	410 €	410 €	410 €	410 €	410 €	410 €	410 €	410 €	410 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	
				5.387 €													5.198 €							
				425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	425 €	
				5.576 €																				
				439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	439 €	
				5.765 €																				
				454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	454 €	
				5.954 €																				
				468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	468 €	
				6.143 €																				
				418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	418 €	
				5.481 €																				
				396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	396 €	
				5.198 €																				

Personalized Consultancy
 Month. 80 € 30%
 Full 450 € 70%

ANNEX VIII.4: SERVICES FORECAST



	N0V-22	DEC-22	JAN-23	FEB-23	MAR-23	APR-23	MAY-23	JUN-23	JUL-23	AUG-23	SEP-23	OCT-23	NOV-23	DEC-23	JAN-24	FEB-24	MAR-24	APR-24	MAY-24	JUN-24	JUL-24	AUG-24	SEP-24	OCT-24	NOV-24	DEC-24
N. Art	10	20	30	37	44	51	58	64	70	76	85	93	101	109	119	129	136	142	156	166	178	190	199	207	214	221
ARCHIVE																										
N. New Art	10	10	10	7	7	7	7	6	6	6	9	8	8	8	10	10	7	6	14	10	12	12	9	8	7	7
Pic / Art (15-20)	200	200	200	140	140	140	140	120	120	120	180	160	160	160	200	200	140	120	280	200	240	240	180	160	140	140
Cost (100€/Intern)	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100	100
ONLINE SELLING																										
N. Artworks	200	400	600	740	880	1020	1160	1280	1400	1520	1700	1860	2020	2180	2380	2580	2720	2840	3120	3320	3560	3800	3980	4140	4280	4420
Artwoks sold (5%-15%)	10	20	30	37	44	51	58	64	70	76	170	186	202	218	238	258	272	284	312	332	356	380	398	414	428	442
Total Rev. (500€ aver.)	5000	10000	15000	18500	22000	25500	29000	32000	35000	38000	85000	93000	101000	109000	119000	129000	136000	142000	156000	166000	178000	190000	199000	207000	214000	221000
Shipping (60€ aver.)	600	1200	1800	2220	2640	3060	3480	3840	4200	4560	10200	11160	12120	13080	14280	15480	16320	17040	18720	19920	21360	22800	23880	24840	25680	26520
75% Artists	3300	6600	9900	12210	14520	16830	19140	21120	23100	25080	56100	61380	66660	71940	78540	85140	89760	93720	102960	109560	117480	125400	131340	136620	141240	145860
25% tARTulia	1100	2200	3300	4070	4840	5610	6380	7040	7700	8360	18700	20460	22220	23980	26180	28380	29920	31240	34320	36520	39160	41800	43780	45540	47080	48620
PERSONALIZED CONSULTANCY																										
30% of artists	-	-	-	-	-	-	-	-	-	-	-	28	30	33	36	39	41	43	47	50	53	57	60	62	64	66
New Artists	-	-	-	-	-	-	-	-	-	-	-	28	30	33	36	39	41	15	17	17	18	18	19	20	17	17
N. hours (8s-2h)	-	-	-	-	-	-	-	-	-	-	-	837	909	981	1071	1161	1224	441	495	513	531	549	567	585	522	495
Cost (30€/H)	-	-	-	-	-	-	-	-	-	-	-	25110	27270	29430	32130	34830	36720	13230	14850	15390	15930	16470	17010	17550	15660	14850
EXHIBITIONS																										
N. Artworks	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	15	15	15	15	15	15	15
Shipping/exhi.(60€ aver.)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	900	900	900	900	900	900	900
Artwoks sold (40%)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6	6	6	6	6	6	6
Total Rev. (800€ aver.)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4800	4800	4800	4800	4800	4800	4800
Shipping/sold (60€ aver.)	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	360	360	360	360	360	360	360
60% Artists	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2664	2664	2664	2664	2664	2664	2664
30% tARTulia	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1332	1332	1332	1332	1332	1332	1332
10% Galleries	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	444	444	444	444	444	444	444
ROUND TABLE																										
N. Conferences	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1	1	1
N. Artists	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	30	30	30

