
Trabajo Final de Máster

Newcomers; cultural project

Emma Lindhardt Garberg

Eva Kern

Josephine Roepel



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

Este TFM está sujeto 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 TFM 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/)

Master's Degree in Arts & Cultural Management



Cultural Project

Emma Lindhardt Garberg
Eva Kern
Josephine Roepel

Index

Contextual Basis

- 1.1 Executive Summary
- 1.2 Mission, Vision, Values
- 1.3 Rationale
- 1.4 The Founders

Diagnosis

- 2.1 Starting Point
- 2.2 PESTEL Conclusions
- 2.3 SWOT Conclusions
- 2.4 Market Analysis
- 2.5 Competition

Conceptualization

- 3.1 Target Audience
- 3.2 General Concept
- 3.3 The Fair
- 3.4 The Venue
- 3.5 Website & Community
- 3.6 Partners & Sponsors

Production and Planning

- 4.1 Operational Needs
- 4.2 Action Plan & Timetable
- 4.3 Benchmarks & Indicators of Achievement

Marketing and Communications

- 5.1 Main Goals
- 5.2 Marketing Strategy
- 5.3 Communication Strategy
- 5.4 Visual Identity

Legal and Technical Requirements

- 6.1 Legal Entity
- 6.2 Human Resources Management
- 6.3 Risk Assessment Plan

Financial Management

- 7.1 Key Assumptions
- 7.2 Financial Budget
- 7.3 Funds

Future scenario

CONTEXTUAL BASIS

1.1 Executive Summary

Every day, people start a new life in a new city. Some by choice, others because they have no other option. A good example is Barcelona, where people from over 180 different countries live together. These newcomers face countless questions and are looking for new contacts and professional perspectives. However, what often gets lost in the process, is the great creative potential that these people bring from their home countries, be it traditional Islamic art, Brazilian capoeira dance, Japanese kintsugi technique or the mesmerizing rhythms of the African djembe drum.

As a not-for-profit organization, *NEWCOMERS* offers an answer to these needs in which the whole city can participate. A colorful fair is born in the middle of Barcelona, providing a space for newcomers (see 3.1 "target audience" for definition) to exhibit and teach their creative skills. Each fair has a different theme, such as crafts, dance, painting, music, or unique traditions, and offers visitors a day of creativity, learning, and cultural exchange, accompanied by live music and food from all parts of the world. This way, newcomers make valuable contacts with locals and other creative expats, and get the opportunity to hold workshops and receive advice from selected businesses and mentors.

NEWCOMERS is not just about creating a sustainable platform, but one that is actively shaped by those involved. The organization accompanies the creative newcomers even after the fair is over and offers them a network that also supports the production and distribution of their art. Once the idea has taken root in Barcelona, it can be expanded to other cities.



1.2 Mission, Vision, Values



Our vision

In our ideal world, newcomers are welcomed, leading to greater integration and understanding across Europe. Our aim is to create a thriving community that promotes international dialogue and a deeper understanding and appreciation of different cultures. By fostering networks and employment opportunities through cultural and creative activities, we hope to help newcomers succeed and establish themselves in Barcelona and beyond. Together we can build a more inclusive society.



Our Mission

Our mission is to facilitate a network for newcomers in Barcelona. Through an open call, newcomers and artists will contribute to the growing community, where networks are built and where both job opportunities and cultural education co-exist. The fair will create a space where newcomers, professionals, and locals can meet, co-create and learn from each other. We hope to break down negative stereotypes by bringing together artists and creatives from different cultural backgrounds. This will be implemented from May 2024, during the European Diversity Month, through various partnerships at local and national level.



Our Values

We are a non-profit organization working for greater equality and inclusion. In our efforts to create a more understanding society, we envision a Europe where newcomers are welcomed and integrated through cultural and artistic activities. We promote networking and career opportunities and serve as a springboard for newcomers to Barcelona and beyond. Our project is guided by our values of **diversity, empathy, collaboration, cultural exchange, community and social impact.**

1.3 Rationale

Why a fair for newcomers?

Barcelona is currently home to people from 183 different countries – this is a gigantic driver of cultural innovation. Newcomers arriving for an extended stay in a new city are often disoriented: The less familiar they are with the new environment, the more support they need to feel comfortable enough to start building new networks. This is exactly where our fair comes in, which is not only an event for newcomers, but also by newcomers. The *NEWCOMERS* fair is meant to connect people, celebrate different cultures, and build bridges. A new concept that can expand to other cities

Why a focus on arts and culture?

Art connects! We want to show the incredible diversity of different art forms from all over the world. *NEWCOMERS* supports expats and immigrants not only to settle and arrive in a new country, but also to professionally exploit their creative potential.

Why Barcelona? An why start in May 2024?

Barcelona, one of the most visited metropolises on the Mediterranean Sea, is a culturally vibrant city and, at the same time, a place of constant immigration. The combination of a strong cultural scene and a very international environment makes Barcelona an ideal location, driven by the strong promotion of the arts and culture sector in Catalonia. The launch in May 2024 coincides with the European Commission's European Diversity Month, which aims to raise awareness of the importance of diversity in our society.

1.4 The Founders

Who is behind *NEWCOMERS*? We are three motivated co-founders who understand the needs and requirements of the market, as we all moved to Barcelona in 2022. Coming from different countries and cultures, we decided to take on the challenge of launching a project in a country that is foreign to all three of us. We are from three vibrant European cities – Berlin, Copenhagen and Rotterdam – where art and culture play an important role, and have worked as cultural managers for various cultural organizations, agencies and projects. Together, we combine our expertise to create unforgettable events and build a growing community of newcomers.



Emma Garberg
Copenhagen, Denmark



Eva Kern
Berlin, Germany



Josephine Roepel
Rotterdam, Netherlands

DIAGNOSIS

2.1 Value Proposition

Our main goal is to create a lasting community of newcomers, to support them on several levels, and to prove that art and creativity have the ability to connect people from all over the world. Our organization offers answers to different needs of creative people new to Barcelona, such as integration, social cohesion, finding partners and clients, building communities, or simply creating new artworks with like-minded people.

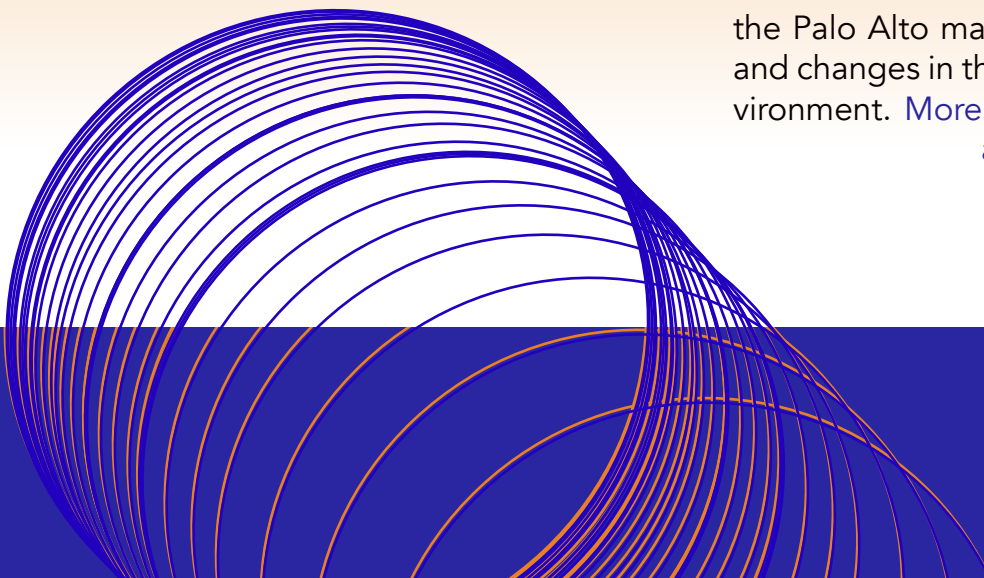
Due to its sustainable approach, *NEWCOMERS* can travel to different countries and cities.

2.2 PESTEL Conclusions

Based on the PESTEL analysis, we found that Barcelona has a general positive outlook on immigration and expats, and a commitment to diversity, making it an ideal location for an event that aims to integrate newcomers and showcase different cultures. With increasing trends such as DIY and a diverse population, the fair will attract visitors who are interested in the "do-it-yourself" activities. However, the recent economic downturn, rising energy costs, and inflation may impact the success of *NEWCOMERS*. [More information can be found in the appendix 1.](#)

2.3 SWOT Conclusions

Regarding the SWOT analysis, the fair has several strengths, such as creating a network for newcomers, encouraging people to create and not only consume culture, and supporting the UN Sustainable Development Goals. The *NEWCOMER'S* community also has potential partnerships, educational value, and the fair is located at Poble Espanyol which has a great view over Barcelona. However, some weaknesses, such as limited marketing and funding, may hinder our success. The opportunities include, taking advantage of the current DIY-trend, attracting various audiences, and creating a social value for the city. Finally, the threats include competing events, such as the Palo Alto market, unpredictable weather, and changes in the political and economic environment. [More details can be found in the appendix 2.](#)



2.4 Market Analysis

For our market analysis, we have used several types of market research, including **quantitative research** (surveys) and **qualitative research** (in-depth and expert interviews).

The **quantitative surveys** we conducted generated responses from newcomers from many different countries, including the USA, Portugal, Guatemala, Romania, Colombia, Croatia, Puerto Rico, Argentina, South America, Russia, and Italy.

We conducted these interviews to gather valuable insights and perspectives from newcomers with diverse cultural backgrounds, which helped us better understand their communication styles, customs, and preferences. Overall, this will help inform our market analyses and facilitate cross-cultural communication. The respondents provided us insights into their own cultures' communication styles, customs, and preferences. The key takeaways of this survey are the importance of diversity, showcasing underrepresented cultures, and including appropriate food and music at the fair. Most cultures that participated in our survey valued direct communication. Humor was also seen as important, but it should be used responsibly. Handshakes and greets with kisses on the cheek were mentioned as ways of interacting with each other. In some cultures, there are differences between formal and informal communication styles. Overall, the survey provided useful information for cross-cultural dialogue and understanding. One of the participants mentioned: *"Barcelona has given me a new home, but I still feel like I need to be able to give my cultural skills a voice"*.

For our **qualitative research**, we conducted 30 in-depth interviews with newcomers, and on top of that, we also interviewed experts. The conclusion of these in-depth interviews is that our diverse group of newcomers brings with them a rich cultural brew of cultural skills, experiences, and perspectives, reflecting their unique qualities and contributions. They also have a strong desire to share their expertise through teaching and telling. They do, however, encounter obstacles such as language barriers and issues with networking and reaching customers. Despite these concerns, many of them show a strong interest in community engagement. One of our newcomers mentioned: *"I may be new to Barcelona, but my dancing is the bridge that connects me to the city and its people"*.

Our expert, Sandy Fitzgerald, founder of Arts City Council, made it clear that there needs to be an emphasis on the integration of these cultures instead of a single culture. Fitzgerald warned us against creating a new hierarchy by focusing too much on one culture. Instead, the focus should be on the artists themselves, thereby avoiding unnecessary political implications. What was also mentioned is that experience and participation matter, as do the stories of individuals rather than their cultural labels.

The interviews and survey results can be found in the appendix 3.



2.5 Competition

If we look at our competitors, we can say that Barcelona has numerous annual cultural markets and events – but a bi-monthly fair like *NEWCOMERS* does not yet exist.

While our competitors like **International Community Day**, **Fira de la Solidaridad** or **Palo Alto** offer similar services to a certain extent, what sets us apart is our long-term approach that goes beyond the fair and the fact that newcomers help shape the organization – they take the main role.

Unlike our competitors, our focus is not on offering products or services to expats and newcomers, but on providing them with a long-term platform to develop their creative skills. A detailed competitor analysis can be found in the appendix 4 and competitive advantage in appendix 5 .



Conceptualisation

3.1 Target Audience

Newcomers

By the term „newcomers“ we include expats, legal immigrants, and foreign-born people living legally in Barcelona. In this project, the term „newcomers“ refers to those who have moved to Barcelona within the last five years. This time frame is chosen because establishing a network can often take several years, and even after living in a city for five years it can still be challenging to make connections within the creative industry ([see interviews in appendix 3](#)).

Moreover, we refer to newcomers in Barcelona – 27.8% of the population in Barcelona is foreign born. Nationalities like Italian, Pakistani, and Chinese have the largest influx of newcomers, each with over 20,000 residents. Additionally, the group of newcomers from France, Morocco, Colombia, Venezuela, and Peru all exceed 10,000 residents (Barcelona Intercultural Cities Index Analysis, 2022).

Visitors

The fair is for other newcomers who are interested in building a network in Barcelona. The difference between the newcomers who are part of the community and the newcomers who attend the fair is that those who attend the fair are not necessarily interested in networking in the creative industry but rather in meeting new people, learning new creative skills, and getting useful tips for newcomers in the city. These newcomers come to the fair because of our partners, who will offer advice and tips for newcomers to Barcelona. These include international schools for newcomers with children, legal advice, and language schools. [A list of potential booths/partners can be found in appendix 28](#).

Other visitors include locals who are interested in learning new skills and meeting people from different cultures outside Catalunya.

The Community

Our target audience within the newcomers community are aspiring artists, performers, and craftsmen who are seeking to establish or expand their creative network in Barcelona. Based on interviews with 30 different individuals who belong to the creative industry and have recently relocated to Barcelona, we can conclude that acquiring customers and establishing professional connections pose significant challenges. Several newcomers expressed their uncertainty regarding the initial steps to connect with individuals in Barcelona. The target audience for the *NEWCOMERS* community are those who have prior experience in art and culture from their home countries; however, they lack guidance on how to integrate and enhance their cultural and creative practices within the Barcelona context. The newcomers who will be a part of the community will also have an interest in teaching others about their creative talents.

Newcomers with children

The fair will be an ideal experience for visitors with children, offering a day filled with exciting activities for both kids and parents to enjoy together.

We will partner up with international schools in Barcelona, who will be present at the fair to consult newcomers with children on what to look for in international schools.

3.2 General Concept

NEWCOMERS is an organization providing a platform for creative newcomers that helps them create, produce, and distribute their cultural practices from their home country in Barcelona, while building sustainable relationships with other creative people.

The *NEWCOMERS* community will be built in the process of creating the fair and selecting newcomers who want to showcase their talents. Our network will consist of newcomers and our partners, such as international schools, legal institutions, and social & cultural centers in Barcelona.

NEWCOMERS' main objectives are:

- Create professional and social connections for newcomers in Barcelona.
- Dismantle harmful stereotypes about different cultures, by hosting a fun and educational fair.
- Engage visitors in creating culture instead of only consuming.
- Connect newcomers with social, legal and cultural institutions for an easier integration in Barcelona.

We will create a *NEWCOMER'S* community of independent artists who need help distributing and showcasing their artwork. We want the focus to be mainly on the individuals and not only on their countries or cultures.

Alongside the fair, we are building a network of creative studios and venues in the city (see [appendix 27](#)) who are willing to offer their spaces for free – for example outside of their studios opening hours, on the weekend, etc. This way, the newcomers can continue teaching their workshops and have free spaces to practice their art forms.

Thus, we not only organize a bi-monthly fair full of cultural exchange, but also support the newcomers in getting into the creative scene of Barcelona.

3.3 The Fair

We will exclusively feature food trucks and musicians from the newcomer community. These external vendors and freelance performers will gain exposure through our event and receive donations from visitors.

Additionally, we will provide a dedicated area for consultancy services, offering financial aid, language schools, legal advice, and connections to international schools. We will also invite creative companies, NGOs, arts universities, and industry professionals/mentors to share their knowledge and expertise with newcomers. This aims to attract other newcomers to the fair, providing them with valuable tips and guidance. The fair will prioritize accessibility by offering wheelchair access and providing translators for various languages if needed.

The bi-monthly fair will be a celebration of diverse cultures and the talented individuals behind beautiful artwork. Each fair will focus on a specific art form, such as craftsmanship, dance, painting, and more (see appendix 6 for the full schedule of the first year and appendix 31 for a possible timetable).

Prior to each fair, we will carefully select ten experienced newcomers who specialize in the theme of the event. These newcomers will lead workshops to showcase their expertise and also plan collaborative activities for fairgoers. Each newcomer will have their own booth where they can explain and sell their art. A QR code will lead to their personal profile on our website (see appendix 7 for the selection process of the ten newcomers).

*In summary, the fair will consist of **three main sections**:*

- **Entertainment area:** featuring musicians, performers, food trucks, and merchandise.
- **Workshop area:** showcasing the newcomers' booths and providing opportunities for visitors to explore different art forms through interactive sessions.
- **Consultancy area:** offering assistance, information, and support from companies and professionals to both newcomers and visitors.



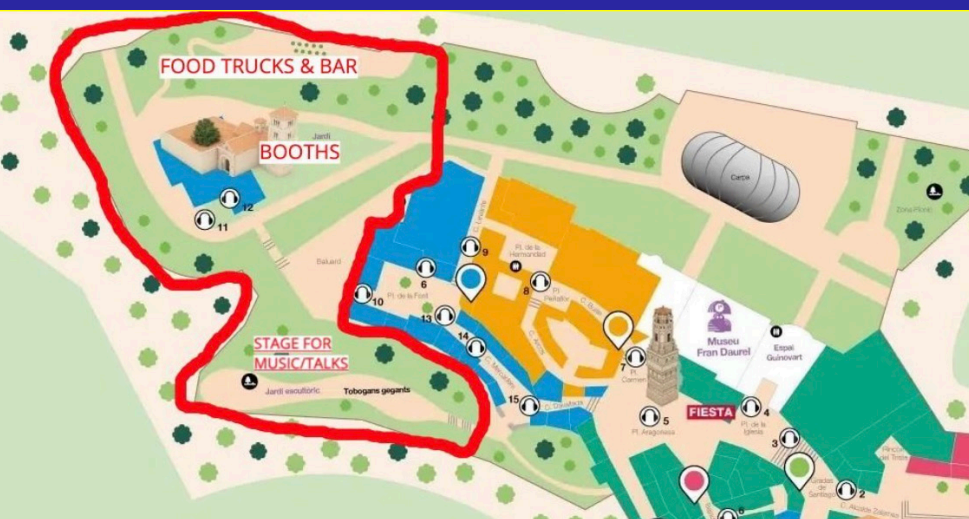
3.4 The Venue

We will be hosting the fair at Poble Espanyol.

Poble Espanyol holds a rich history: Originally conceived as a venue for the Barcelona Universal Exposition, it was designed to embody the spirit of continuous public celebration. As a result, a multitude of cultural and recreational activities took place daily within its premises. These included folk festivals featuring traditional dances, regional dances, open-air dances, and even horse-riding competitions. Serving as a captivating representation of a „typical Spanish village,“ Poble Espanyol emerged as one of the primary highlights of the Exposition. Its resounding success led to a significant decision: the original plan to demolish the village was ultimately discarded. We are confident that our fair will add to the long list of cultural moments that have unfolded at Poble Espanyol throughout its history.

The open-air options offered by Poble Espanyol have the advantages of a beautiful outdoor venue with privacy by surrounding nature. The interior area of Poble Espanyol is entirely closed off to car traffic, making it safe for children to play around. Another advantage of renting the venue at Poble Espanyol is the provision of services such as cleaning staff, security personnel, coordination, toilets and reception services. Poble Espanyol is conveniently located just a 5-minute walk away from Plaza Espanya, making it easily accessible via public transportation. There is also parking for cars and motorcycles behind Poble Espanyol.

To be more specific, we have decided to rent the *Baluard and Sculpture garden*, which can accommodate up to 500 people. Among the various venues available at Poble Espanyol, we chose this particular location because it provides a sense of intimacy and coziness. The area is enclosed by surrounding trees and bushes, creating a secluded atmosphere. The size of the venue is ideal, as we aim to avoid overcrowding while also ensuring that the space does not feel empty. We wanted a space that strikes the right balance, neither too small nor too large for our fair.



3.5 Website and Community

Another important part of *NEWCOMERS* is the organization's website, as it is the first point of contact for interested newcomers. It offers information about all events and introduces each newcomer with a personal profile. The website serves not only as an information platform, but also as a network for our community of newcomers, who can find contact information and open creative projects for collaboration here. The website with the domain **www.newcomers-barcelona.com** was developed by a web designer from MigraCode, a code academy for migrants in Barcelona.

The website is divided into the following sections:

Storytelling:

What is the mission and idea behind *NEWCOMERS*

About us:

Storytelling of the individual newcomers with their personal story. Each profile has an individual QR code that is linked to the booths at the fair. [More about "storytelling" can be found in appendix 8.](#)

Info:

Programme and timetable of the next *NEWCOMERS* fair
Annual overview of the total of six fairs
Press and media articles
General news
Information about our partners

Buy:

Tickets for the upcoming fair
NEWCOMERS merchandise ([mock-ups can be found in annex 29](#))
Selected workshops

Further links:

Social media networks
NEWCOMERS newsletter to subscribe to. [More details can be read in appendix 9.](#)

For newcomers who have already participated in a fair, have a profile on the website or are participating in an upcoming event, there is also the possibility to log into the **community area** where they can exchange information with each other (e.g. open projects and vacancies).

Apart from the website, we are creating a **WhatsApp group** with all newcomers who have already participated in a fair. This is to facilitate contact between the individual newcomers. Additionally, we are building a **network of spaces**, creative studios, and venues in the city that are willing to offer their spaces for free. This way, the newcomers can continue teaching their workshops and have free spaces to practice their art forms. Therefore, we will be in contact with a growing network of creative studios in Barcelona who help out with their spaces, for example, outside their studio's opening hours or during the weekend.

3.6 Partners and Sponsors

To achieve our goal of supporting creative newcomers in Barcelona in the long term, we work with various partners. We consider this collaboration essential and place great importance on building long-term relationships.

Our partners are divided into three categories that serve different purposes: First, we aim to work with various institutional partners, such as the *Ibn Battuta Foundation* and *Unesco*, who provide us with visibility, knowledge, symbolic value, and general support. Some of them will participate in the fair as consultants. Secondly, we want to work with partners and sponsors who support us mainly financially, like La Caixa Foundation, or by providing goods and drinks, like *Cinzano*. A complete overview of our sponsors can be found in appendix 10, and it is important for us that they share similar values. We also want to expand to other countries in the long term, which is why we want to work with international implementing partners. Therefore, we have selected the following partners:

Institutional Partners



Production & Planning

4.1 Operational Needs

After mapping our operational needs and supply chain, we have concluded that the general rental of the Poble Espanyol venue will be a large part of our costs as it is an important part of the fair.

We will rent the space on a bi-monthly basis, and each €3.500 rental includes various services such as speakers, Wi-Fi, toilets, security staff, bar staff and cleaning. This makes organization easier and guarantees that critical factors such as functioning technology and a smooth flow with staff are in place from the start. We also keep in mind that tables and chairs, booths, office costs, and website development account for a large part of our expenses.

The cost of workshop materials provided at each event may vary depending on the overall theme of the fair (e.g., 'dance' is less expensive than 'crafts'). We will choose to purchase certain assets, such as booths, a projector, headphones, decorations, and merchandise, as we believe this will be more financially beneficial in the long run and simplify many organizational processes. In order to successfully manage all activities in the areas of production, marketing, and logistics, we will follow a clear schedule and start organizing at least one year before the start of the first fair.

The operational requirements as well as a breakdown of our expenses and assets are listed in the appendix 11 and 25.

4.2 Action Plan and Timetable

The main objectives of the action plan are to create the *NEWCOMER'S* community by finding and selecting newcomers through an open call. The website needs to be created by outsourcing web developers and designers. Then we need to apply for grants and funds and find suitable partners for the project. Lastly, we need to sell tickets to the fair and reach out to different musicians and food trucks who want to participate in the fair. The full action plan can be found in appendix 12.



4.3 Benchmarks and Indicators of Achievement

To achieve our goals, we have set various benchmarks for our organization, which are divided into three categories: **the fair, finances, and visibility.**

These benchmarks allow us to measure the performance of our organization and identify areas for improvement in order to drive growth and achieve our long-term goal of expanding into other European cities.

The fair:

- At least 200 attendees at each fair – 1,200 visitors in the first year (2,400 in the second and 3,000 in the third).
- Overall positive feedback from our visitors and newcomers.
- Sell 300 merchandise items.
- 10 newcomers booths per fair. 200 sold workshops through our platform.
- All activities are carried out at the scheduled time.
- 30 % of visitors are returning guests.
- Safety and security amongst visitors, newcomers, and staff.

Finances:

- Increase retained earnings annually.
- Having reliable, long-term partners and sponsors.
- Having at least 15% market share of our target market in Barcelona.

Visibility:

- 300 subscribers to our newsletter.
- 3 collaborations with influencers
- 20 mentions in the general media, such as radio, magazines and TV in the first year.
- 1000 followers on Instagram in the first year.
- Reach 15,000 people on social media (Facebook, Instagram, LinkedIn).

Find the full benchmarking plan in appendix 13.

Marketing & Communication

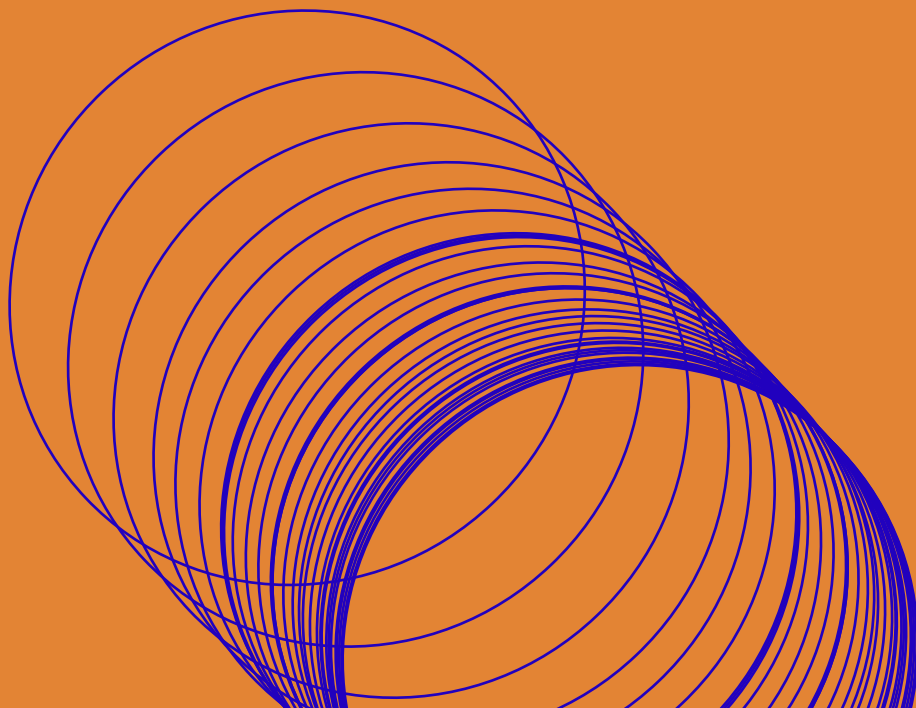
5.1 Main Goals

The marketing goals for *NEWCOMERS* include raising awareness about the fair among locals and newcomers, driving attendance through promotions and partnerships, generating revenue from booth sales for artists, establishing a strong brand identity, and fostering partnerships with creative companies and NGOs for support and event involvement. More specific information about our marketing goals can be found in appendix 14 and 16.

5.2 Marketing Strategy

NEWCOMERS will implement the following marketing strategies:

We have to create a strong social media presence, and create profiles on platforms such as Facebook, LinkedIn and Instagram. On these platforms, we will create content that showcases the work of the artists, promotes the fair, and sells our merchandise. We will also partner up with influencers (more in appendix 32), who have a large following and are passionate about the arts and culture in Barcelona in order to gain more visibility. Furthermore, we will create eye-catching flyers and posters to promote the fair in strategic locations around the city. Another strategy is to leverage user-generated content, where we will encourage attendees and members to share their experiences and artwork on social media using the hashtag #NewcomersBCN. The full social media strategy can be found in annex 20 and examples of social media posts in annex 15.



Marketing strategies	Marketing channels
<i>Strong social media presence</i>	We will use a variety of social media channels, such as Facebook, Instagram, TikTok, LinkedIn, and influencers.
<i>Flyers and posters</i>	Eye-catching flyers and posters will be placed in strategic locations such as galleries, café, community centers etc. (examples in appendices 29 and 30).
<i>Online advertisements</i>	We will use platforms like Google Ads and social media advertising.
<i>Website development</i>	Our customized website reflects our brand identity and mission.
<i>Branding activities</i>	Our logo, brand elements, and consistent marketing are all part of our branding activities that are displayed across all marketing channels.
<i>Partnerships with (local) organizations and businesses</i>	The partnerships are formed through collaborations and joint marketing efforts.
<i>Content marketing</i>	Through blogs, influencers, SEO, guest posts and collaborations.
<i>Press releases and media relations</i>	We will distribute our press releases to relevant media, magazines, (local) newspapers, and journalists and bloggers in the arts and cultural sector.
<i>Community engagement</i>	The community engagement will be formed by meetups, workshops, social media interaction and our social media hashtag #NewcomersBCN.
<i>Local partnerships and collaborations</i>	We will create this by establishing various partnerships where we will offer joint promotions, special partner packages, co-hosting events, and cross-promotion.
<i>Word of mouth marketing</i>	By encouraging attendees, artists, and partners to share their positive experiences, we will create word of mouth.

5.3 Communication Strategy

Our communication is tailored to different target audiences: For the newcomers, our communication focuses on their benefits, like joining a lasting community, connecting with other newcomers, and showcasing and teaching their art forms. For locals and tourists, the messaging emphasizes the artistic aspects of *NEWCOMERS*, highlighting the opportunity to learn about different art forms from around the world and also get creative. [More about our communication strategy can be read in appendix 17](#). Additionally, [our communication timetable in appendix 18](#) provides a summary of the actions that will be implemented starting in January 2024.

[A detailed press and social media strategy can also be found in the appendix 19.](#)

5.4 Visual Identity



Our logo features a dark blue background, symbolizing trust and stability. In the center, four hands of different skin tones form a circle, representing *unity* and *diversity*. Dressed with bracelets, rings, and nail polish, they highlight individuality. The words „*Newcomers Barcelona*“ surround the logo in yellow/orange. This color choice symbolizes *warmth*, *energy*, and *optimism*, carrying a welcoming and friendly atmosphere. The circular arrangement of the text also suggests inclusivity and the idea of a global community.

Legal & Technical Requirements

6.1 Legal Entity

In terms of legal form, *NEWCOMERS* is a not-for-profit organization in the form of an association. This means that we set up the organization voluntarily to fulfill a purpose of general or special interest. In Spain, freedom of association is guaranteed by the constitution. [More detailed information about how to create an association in Catalonia can be found in appendix 21.](#)

6.2 Human Resources Management

The *NEWCOMERS* Executive Board (Junta Directiva) is composed of the three co-founders, who as presidents have equal decision-making rights.

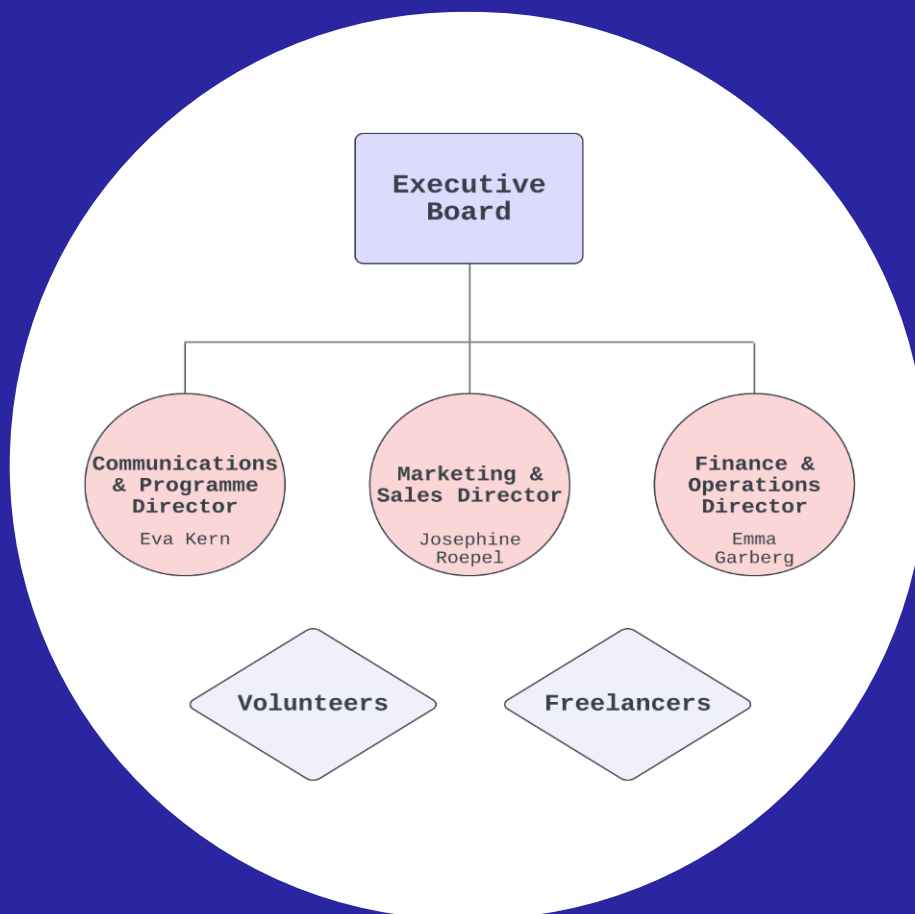
As *NEWCOMERS* is a start-up with limited resources, co-founders Emma Lindhardt Garberg, Eva Kern and Josephine Roepel initially form the core team. Coming from three different metropolitan international cities (Berlin, Copenhagen, and Rotterdam), they share the same values and have already worked for various cultural institutions, NGOs and creative agencies. [A more detailed description can be found in appendix 22.](#) As for the physical structure, the team works in a co-working space by WeWork in Barcelona.

Considering the need to keep the start-up budget low and taking into account the different skills of the *NEWCOMERS* co-founders, a four-tier organisational strategy is followed:

- Multifunctional staff responsible for multiple tasks.
- Emphasis on the role of volunteers.
- External staff on a freelance basis for individual services (e.g. graphic design, web development, photography, video editing). This outsourcing will allow us to work with experts in their fields.
- Building a solid community of newcomers and experienced supporters to access services that would otherwise have been outsourced (e.g. location scouting for individual workshops; legal advice).

Organisational Chart

Our organisational chart shows that we believe in a flat organisational structure:



A breakdown of workforce development over the next five years and job descriptions can be found in appendix 23.

6.2 Risk Assessment Plan

For a socially successful business, we need to be prepared for various risks – operational, financial and environmental.

Operational risks include injury risks at the fair, staffing issues, especially with our volunteers, and delivery issues with sponsors and external products, such as drinks not arriving on time. Preventive measures include a comprehensive security check at the venue, clearly communicated responsibilities for staffing and setting deadlines early to avoid bottlenecks.

Preventive measures include a comprehensive security check at the venue, clearly communicated responsibilities for staffing and setting deadlines early to avoid bottlenecks.

Financial risks include low visitor numbers, low funding and grants, and significant cost overruns in running our fair. To avoid this, we rely on targeted marketing, realistic budgeting and low-budget planning in case partners and sponsors drop out.

Environmental risks include noise complaints, improper waste disposal and lack of resources (food and beverages, water, electricity). Our measures include conducting noise checks, setting up a sufficient number of waste stations for waste separation and regularly reviewing available resource stocks. [The full risk assessment plan can be found in appendix 24.](#)

Financial Management

7.1 Key Assumptions

Let's take a look at our finances. In 2024, 41% of our revenue will come from grants and funds. By 2026, we want to reduce this share to 24%.

In the first year, we aim to generate € 28,600 in self-financed income, € 34,200 in self-generated income, and € 45,000 from grants and funding.

We will always set aside at least 3% of our main revenues for unforeseen losses.

Finally, we will reinvest the surplus we generate in the organization each year.

7.2 Budget

Revenues			
Self-finance			
Copyrights			2.000€
*Ticket sales			21.600€
*Merchandise			3.000€
Royalties fees			2.000€
Self-generated			
Private corporate social responsibility			25.200€
Volunteers			9.000€
Net surplus			64.600€
Public finance			
AECID			25.000€
Ajuntament Barcelona			20.000€
Other			
*Equipment, catering and furniture			0€
Total			109.600€
Projection assumptions			
<i>*Ticket price is 18 €, we expect 1.200 visitors the first year</i>			
<i>*Equipment, catering and furniture will be donated</i>			
<i>*Merchandise: We expect to sell 300 merch items in 2024</i>			

Expenditure			
Start up expenditures			
Registration			50€
Domain & web maintance			6.000€
Operating expenditures			
*Raw materials			10.000€
Rent			21.000€
*Audio visual equipment			12.000€
*Furniture			12.000€
*Merchandising			1.300€
Selling general & administrative expenditures			
*Staff			21.600€
Marketing			3.000€
Catering			1.200€
*Prints			1.350€
Bar			1.800€
Volunteers			9.000€
Others			
Insurance			3.000€
Contingency			3100
Net deficit			106.400€



Projection assumptions

Our main income will come from the sale of tickets and merchandise.

We have set the **ticket price at € 18**, which includes raw materials and workshops at the show. This ticket price is a bit more expensive than some of our competitors, but we are confident that our visitors are willing to pay this price, which includes workshops, music, consulting and networking.

As for our raw materials, some fairs will have higher raw material costs than others: We expect two fairs with high raw material costs, such as handicrafts and textile, here we calculate € 20 per visitor. Then there will be two fairs with lower raw material costs, such as painting and kitchen, here we calculate € 5 per visitor. Finally, there are two fairs where the raw material cost per visitor is zero, these are our dance and music fairs.

One of our biggest expenses is renting the venue in Poble Espanyol, but it's a great investment because toilets, security, trash cans, cleaning staff, bar staff and some of the audiovisual equipment are included in the price. [The full financial budget and projection assumptions can be found in appendix 25.](#)

7.3 Funds

For our funding strategy, we will work with different development cooperation companies in Europe, e.g. *Team Europe Initiative*, the *Spanish Agency for International Development Cooperation* and *Erasmus+*. In the first year, we need to raise at least € 41,800 from public funds to break even. [The full funding plan can be found in annex 26.](#)

Future scenario

What do we hope for in the future?

What do we hope for in the future? We are confident about the upcoming future and believe that *NEWCOMERS* will add real value and support many newcomers to Barcelona. We are happy to have valuable partners by our side with whom we want to build a sustainable platform for people who are new to the city. We are also looking forward to meeting all the creative newcomers in the coming months and years and learning a lot from their artistic skills. As *NEWCOMERS* is in its pilot phase, we remain flexible in our processes and are constantly learning. In the process, we grow with each fair and get a little closer to our mission each time.

