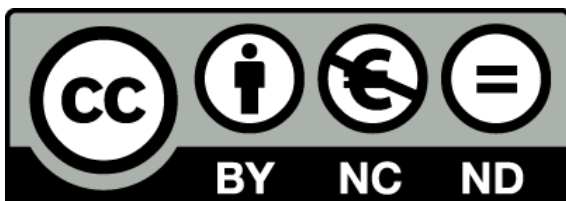

Treball Final de Màster - Annex

Títol:

Ascenda

Autora: Irina Gorchakova



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Universitat Internacional de Catalunya

Master's Degree in Arts and Cultural Management 2020

Annual Cultural Project by Irina Gorchakova

Project title: Ascenda

Logo:



Annexes and Bibliography

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Annexes

Figure I. PEST analysis:

Political	Economical	Sociocultural	Technological
Catalonia is a member of the European Union and it treats basic human rights as the core value	Catalonia is Spain's most economically developed region	Catalonia shows an outstanding achievement in the multicultural environment, which is especially seen in Barcelona (the capital of Catalonia). This is a benefit to both the artists of varied backgrounds who live in this region and children who grow in such culturally enriched environment	Catalonia is widely connected to the wireless internet and stays up-to-date regarding the technological advancements of its close neighbours such as France, Germany and Switzerland
Catalonia does not display a politically stable climat because of the independence campaign	The economic crisis after the Covid-19 is approaching, which will have a very serious effect on the economy of Catalonia, particularly worsening the unemployment rate which has never been stable and strong in Catalonia	Children - orphans in particular - sometimes become the victims of the demographical situation, not responsible for the difficult circumstantial situation under which they are brought to the world	Technological equipment in most places in Catalonia is showing remarkable depreciation of the assets

Figure II. SWOT analysis:

<p style="text-align: center;">STRENGTHS</p> <p>the project is socially important and responsible the project is occupying professional artists the institution has an innovative approach after the program children might choose a career in arts</p>	<p style="text-align: center;">WEAKNESSES</p> <p>financially the project is dependent on the investors donations to charity are on a low rate the matter of artistic disciplines is not seen as a necessity the classes might result being unenvolving to the children</p>
<p style="text-align: center;">OPPORTUNITIES</p> <p>support funds in the EU tutors are likely to show interest in the project when paid corporations might be interested in supporting the project the project might stimulate the labour market effectively</p>	<p style="text-align: center;">THREATS</p> <p>2020 economical crisis as a huge (temporary) complication unemployment and a relatively low average wage index low investment might result in low payability to hired work catalan associations of volunteers can offer similar service</p>

Figure III. Competitive Landscape Chart:

Organisation / Criteria	Comparative Analysis		
	Fundacion Pequeno Deseo	Fundacion Catalunya Voluntaria	Fundacion Ascenda
Non-Profit Entity	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Communication Strategy	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Affordability	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Artistic Focus	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Focus on children without parents	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Focus on children with health issues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on every age	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Job Formation	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Figure IV. Comparative Analysis of the Niche:

The Comparative Analysis of the Niche (Catalan Foster Facilities, 2020)				
Function/Organisation	Aldees Infantils SOS Catalunya	Fundacion Sonar despierto	Fundacion Nuestros Pequeños Hermanos	Fundacio Fatima
Broad scope of action (international, interconfessional, independent (private), nonpolitical)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Primarily working with orphans from destructured and marginal families	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Focus on Latin American and Carribean orphans in Catalunya	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Connecting senior people with orphan children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Figure V. Internal Organisational Chart:

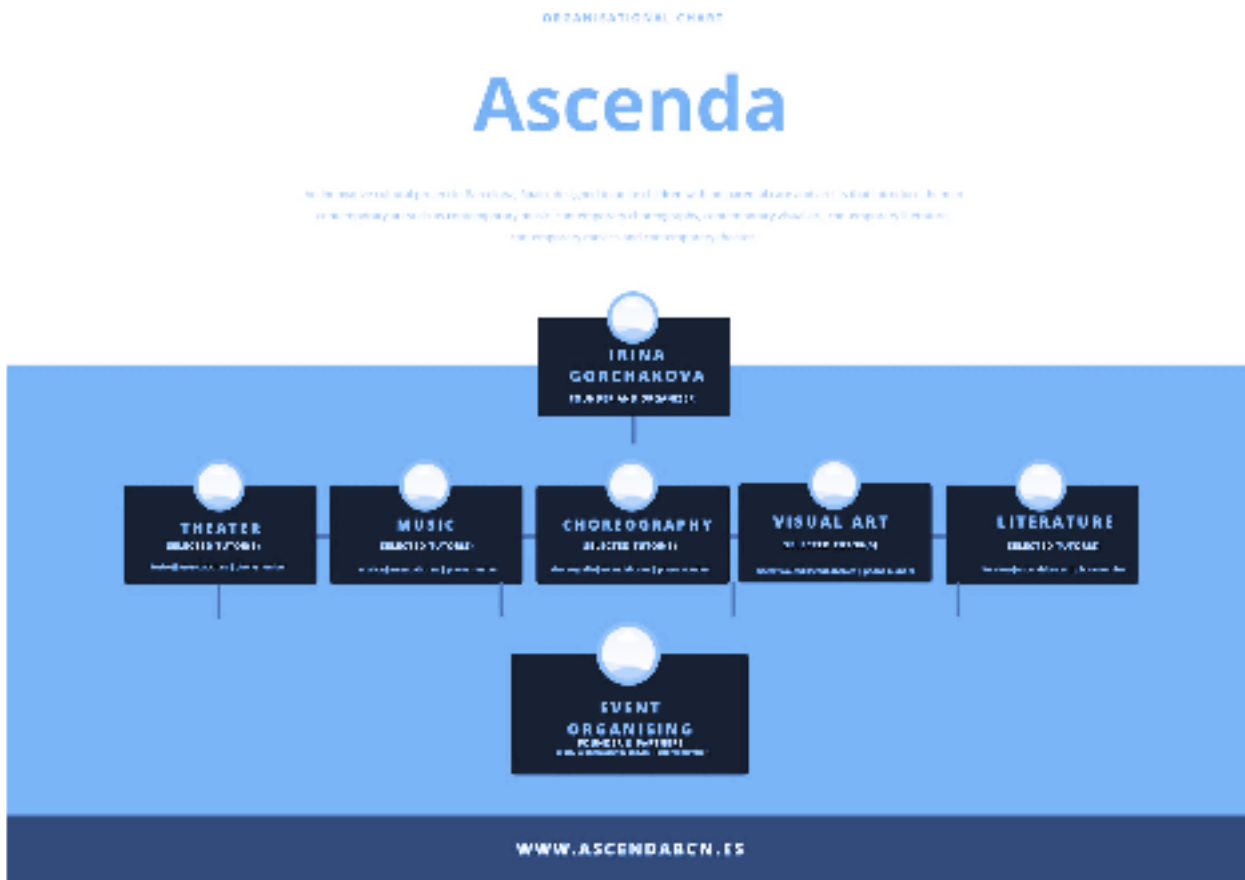


Figure VI. External Organisational chart:



Figure VII. The Communication Plan Chart:

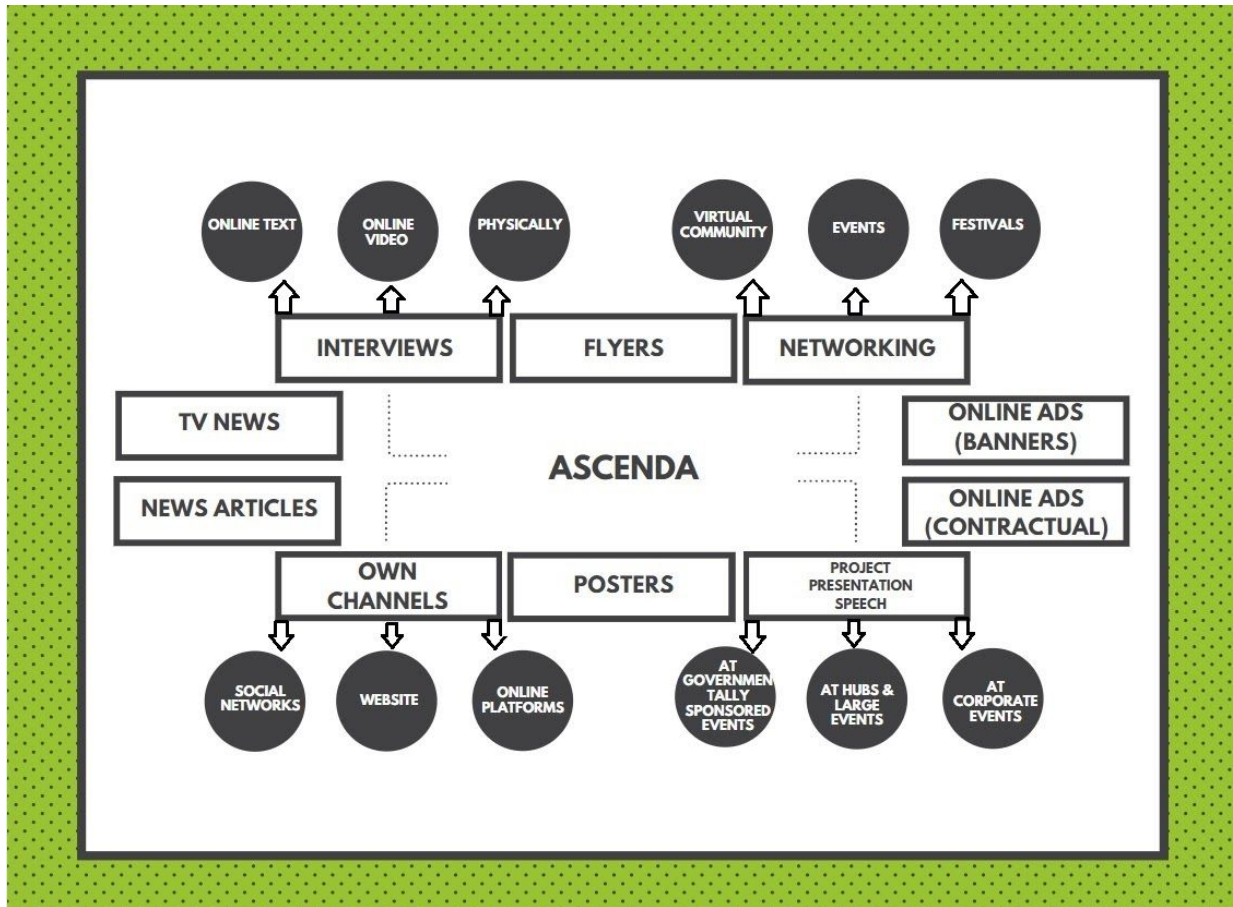


Figure VIII. Global Budget Table (parts I & II) & Capital Needs (all amounts in €):

Ascenda Foundation Global Budget for the year 2021 (part I/II)						
	January 2021	February 2021	March 2021	April 2021	May 2021	June 2021
Income	6000	5000	5000	5000	5000	5000
Foundation	100	100	0	0	0	0
Salaries	1350	1350	1350	1350	1350	2700
Administrative Expenses	32.92	32.92	32.92	32.92	32.92	32.92
Advertising	129.16	129.16	129.16	129.16	129.16	129.16
Depreciation	8.33	8.33	8.33	8.33	8.33	8.33
Monthly Capital Needs:	1620.41	1620.41	1520.41	1520.41	1520.41	2870.41
Month End Balance	4379.59	7759.19	11230.45	14710.04	18189.64	20319.23

Ascenda Foundation Global Budget for the year 2021 (part II/II)						
	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021
Income	20319.23	0	0	0	0	0
Salaries	1350	1350	1350	1350	1350	2700
Administrative Expenses	32.92	32.92	32.92	32.92	32.92	32.92
Advertising	129.16	129.16	129.16	129.16	129.16	129.16
Depreciation	8.33	8.33	8.33	8.33	8.33	8.33
Monthly Capital Needs:	1520.41	1520.41	1520.41	1520.41	1520.41	2870.41
Month End Balance	18798.82	17278.41	15758.00	14237.59	12717.18	9846.77

Figure IX. Evaluation Table

Evaluation criteria	Corrective Action (when criteria not met)
Mission-Related Evaluation	
The number of children participating in the creative program is growing	Improving the marketing strategy; improving the creative program; lowering the operational expenses
The number of children with an outcome such as successful professional orientation after participating in the project is growing	Adjusting the creative program closer to the market needs; improving the communication methodics
Vision-Related Evaluation	
Approaching the Vision Goal (that is, opening the boarding school in the future) is becoming objectively more likely due to qualification of the team and the performance within the industry	Improving the internal training methods in the team; focusing on more positive market performance indicators (collaborations, project size, etc.)
Evaluation of the Financial Performance	
Breaking even	Lowering the operational expenses; hiring most skilled volunteers instead of paid staff; searching for more sponsorships and crowdfunding donations
Total amount of money donated (invested) is growing	Improving the media campaign; working on alternative solutions (networking, further market research, etc.) and establishing more effective communications with sponsors
Expanding in the number of employed staff	Have understanding due to which limitation the criteria is not met (most likely is the financial limitation) & eliminating the limitation
Evaluation of Visibility	
Number of sponsors is growing	Have understanding due to which limitation the criteria is not met (most likely is the inefficient media campaign limitation) & eliminating the limitation
Number of partners is growing	Have understanding due to which limitation the criteria is not met (most likely is the inefficient media campaign limitation) & eliminating the limitation
Public company collaborations are made with regular frequency	Have understanding due to which limitation the criteria is not met (most likely is the inefficient media campaign limitation) & eliminating the limitation
Media campaign size is growing	Not enough effort is contributed; target audience channels are not met; the message is not communicated effectively

Figure X. Action Plan Table:

Objectives (Year 2021)	Actions	Person responsible	Outcome	Budget, in €
1. Foundation process	Registration (Nonprofit Foundation)	Founder & Legal Assistant	A registered nonprofit entity	50
	Licensing the foundation	Founder & Legal Assistant	A NIF number and the form 600 submission	100
	Registering a corporate space/home office	Founder & Legal Assistant	Obtaining shipping address and the juridical address (could be different)	50
	Opening Bank Account	Founder	A corporate bank account for sponsors	30
2. Partner List	Arranging freelance contacts: legal advisor, accountant, medical care, pedagogue, etc.	Founder	An integrated chart of delegated responsibilities	0
	Contact potential tutors for all (5) main subjects	Founder & Potential Freelance Workers	Have the inflow of offers	20
	Interview all tutors who can possibly perform in the project	Founder & Potential Freelance Workers	Check whether tutors have enough experience to work with children on a regular basis	0
	Receive final confirmations from at least one tutor per discipline	Founder & Potential Freelance Workers	Have an agreement (a freelance hiring contract) with at least one tutor per subject (could be the same people)	First salaries: due 31.01.2021, total €900
	Arrange other irregular freelancers (speakers, etc.)	Founder	Have all steps of the program and its formation prepared	0
	3. Program confirmation	Delegate your program to the managers of the facilities where children are residing (foster care, orphan houses, voluntary associations, etc)	Founder	Inform the managers of potential partners about the program
Discussing the detailed program with all tutors		Founder & Freelance Workers	Have an agreement between what is going to be shown to children	Equipment: 300-500
Have an agreement about the program		Founder & Freelance Workers & Partners	Have a clear understanding regarding the content of the program	0
4. Establish connection with sponsors	Arrange the necessary funding for the project (reach agreements)	Founder & Potential Sponsors	A minimal amount of funds disposable on the bank account of the foundation	0
	Discuss the nature of financial help	Founder & Sponsors	Have a clear understanding regarding the dynamics of the donations	0
	Search for more sponsors	Founder	Have a sufficient amount of money necessary for running the project	0
5. Launch the project	Supervise and give feedback	Founder	Meet the conditions set by the government, the sponsors and the partners	0
6. Merchandise the project: Year 2022	Organise the merchandise of the creative output	Founder & Sales Assistant	Have the structure of the events prepared for the merchandise	0
	Modify the legal structure if needed	Founder & Legal Assistant	Form the organisational structure that enables to sell products and services within the foundation framework	50
	Run the marketing campaign	Founder & Sales Assistant	Attract enough customers (50 for theatre, 70 for concerts)	1550
	Merchandise creative output	Founder & Sales Assistant	Begin running events and auctions	0
	Control the creative output event	Founder & Sales Assistant	Gather feedback to improve the operations	0

Figure XI. Risk Assessment Table:

type of risk	status	grounds
Operational Risk	The institution is at an average operational risk	An average risk rate is assumed because tutors may cause a human factor and alter the expected performance
Financial Risk	The institution is at average-to-high financial risk	An average-to-high risk is assumed because on one hand the project has reasons to become funded in multiple ways but on the other hand sponsorship of cultural projects is unlikely during the crisis
Force-Major Risk	The institution is at an average-to-low force major risk	An average-to-low risk is assumed because the institution is as prone to natural disasters and unforeseen complications just as any other business entity
Legal Risk	The institution is at an average-to-low / average-to-high risk	An average-to-low risk is assumed when there is no merchandising. The main risk component refers to physical group activities (theatre and choreography workshops) where there could be injuries, however, there is no practical reason to see them as likely to happen due to the code of conduct of the team. / The average-to-high risk is related strictly to the merchandising of the products or services done or produced by minors without a liable biological caregiver

Figure XII. Sales Forecast (Merchandising)

Ascenda Foundation				
Sales Forecast, in €				
Year 2022				
Item	Average Price	Yearly Event Count	Places Sold	Total
Ticket Sales	8	12	50	4800
Visual Art Auction	20	12	10	2400
Charity concerts	4	4	70	1120
Total Sales				8320
Year 2023				
Item	Average Price	Event Count	Sold	Total
Ticket Sales	9	12	60	6480
Visual Art Auction	30	12	15	5400
Charity concerts	6	4	100	2400
Total Sales				14280

Figure XIII. Comparative Statements of Operations:

Ascenda ONL			
Comparative Statements of Operations			
For the year(s) ending 31/12/2023			
Amounts in euros			
Revenues	2021	2022	2023
Income			
Donations	23,000	10000	15000
Previous Year Surplus or Deficite	0	9955	51.25
Grants	8,000	6000	8000.00
Ticket Sales	0	5920	8880.00
Sales	0	2400	5400.00
Total Income	31000	34275	37331.25
Expenses			
Salaries (part-time)	18900	31500	31500.00
Office Supplies	100	200	300.00
Advertising and Marketing (5%)	1550	1713.75	1866.56
Work Phone Data	45	90	90.00
Depreciation	200	400	600.00
Stationery	150	200	250.00
Other Administrative Expenses	100	120	140.00
Total Expenses	21045	34223.75	34746.56
Net Income	9955	51.25	2584.69

Figure XIV. Infographics: Potential sponsors' list & Disambiguation



Disambiguation to Figure XIV (from top to bottom, left column first):

1. CaixaBank
2. Banco BISA
3. BSS: Best Schools in Spain
4. ECIS Physical Education
5. Alto Comisionado para la lucha contra la pobreza infantil
6. European Cultural Foundation
7. Asociación Española de Fundaciones
8. La Asociación Española de Fundraising

Figure XV. The Learning Plan:

Ascenda Foundation

Learning Plan Sample (first age group: ages 3 - 10)*

Visual Art	Music	Choreography	Theater	Literature
<ul style="list-style-type: none"> - <i>Abstractionism Basics</i> - <i>Figurative Art Basics</i> - <i>Modern Art Basics</i> 	<ul style="list-style-type: none"> - <i>Vocabulary songs</i> - <i>Interactive songs</i> 	<ul style="list-style-type: none"> - <i>Improvisation</i> - <i>Step Basics</i> - <i>Hip Hop Basics</i> 	<ul style="list-style-type: none"> - <i>Alice in Wonderland by L. Carroll</i> - <i>Harry Potter by J.K.Rowling</i> - <i>Lord of the Rings by J.R.R.Tolkien</i> 	<ul style="list-style-type: none"> - <i>Analysis of the novel selected for theatre play</i> - <i>The Jungle Book by R. Kipling</i> - <i>Extra Yarn by Mac Barnett</i>

*The program is subject to change in accordance with modifications suggested by accredited educational experts

Ascenda Foundation

Learning Plan Sample (second age group: ages 10 - 17)*

Visual Art	Music	Choreography	Theater	Literature
<ul style="list-style-type: none"> - <i>Expressionism</i> - <i>Conceptual Art</i> - <i>Avant-Garde</i> - <i>Surrealism</i> 	<ul style="list-style-type: none"> - <i>Singing: Popular Songs</i> - <i>Singing: Alternative Styles (rock, rap)</i> 	<ul style="list-style-type: none"> - <i>Lyrical Dance</i> - <i>Modern Dance</i> 	<ul style="list-style-type: none"> - <i>Chicago (Bob Fosse)</i> - <i>Game of Thrones</i> - <i>Les Miserables</i> 	<ul style="list-style-type: none"> - <i>Analysis of the novel selected for theatre play</i> - <i>Animal Farm by J.Orwell</i> - <i>Invisible Man by R. Ellison</i>

*The program is subject to change in accordance with modifications suggested by accredited educational experts

Figures XVI. The Media Channels Sample Look

Figure XVI-I: General Media Detail:

Website:	www.fundacionascenda.org
LinkedIn:	Fundacion Ascenda
Instagram:	fundacionascenda
Facebook:	Fundacion Ascenda Barcelona
Twitter:	Fundacion Ascenda Barcelona
Email:	info@fundacionascenda.org
Postal Address:	Carrer Ciutat 5/1/1, 08002, Barcelona, España
Contact Phone:	34602562295

Figure XVI-II: Advertisement Flyer: Spanish (left) and Catalan (right) versions:


FUNDACION ASCENDA
DONAR AHORA Y AYUDAR A LOS NIÑOS
CREANDO SUS EVENTOS DE ARTE FAVORITOS

NECESITAMOS TU AYUDA

**SE NECESITA
AYUDA:**

**AYÚDANOS A FINANCIAR
LAS CLASES DE ARTE PARA
NIÑOS HUÉRFANOS**

La Fundación Ascenda es una organización en Barcelona que organiza las clases electivas de apreciación del arte moderno para niños en centros residenciales de acogida. ¡El proyecto necesita tu apoyo financiero!



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Barcelona, España
+34602562295
www.fundacionascenda.org
Made with PosterMyWall.com

ASCENDA

ASCENDA ONL


FUNDACION ASCENDA
DONAR ARA I AJUDAR ELS NENS
CREANT SEUS ESDEVENIMENTS D'ART FAVORITS

NECESSITEM LA TEVA AJUDA

**ES NECESSITA
AJUDA:**

**AJUDEU-NOS A FINANCIAR
LES CLASSES D'ART PER A
NENS ORFES**

La Fundació Ascenda és una organització de Barcelona que organitza classes d'opció per a l'aprenentatge d'art modern per a nens en instal·lacions residencials d'acolliment. El projecte necessita el vostre suport financer.



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ASCENDA

ASCENDA ONL

Figure XVI-III. Website Sample Look (Spanish Version).



**FUNDACION
ASCENDA
BARCELONA**

CASTELLANO CATALÀ INGLÉS

INICIO ¿QUIEN SOMOS? LA PROGRAMA DONAR AQUI

CLASES DE ARTE CONTEMPORÁNEO PARA HUERFANOS

Ascenda es un programa electivo de apreciación del arte para niños que viven en centros de acogida. El proyecto tiene como objetivo cumplir con el desarrollo emocional completo en tales niños y llevarlos a una personalidad desarrollada, educada e integrada. La intención del proyecto es introducir a los niños en cuidado de crianza a la cultura contemporánea, presentándoles una comunidad artística respetable con valores creativos. La cultura contemporánea tiene una notable cantidad de drama y resolución de conflictos, y se cree que ser capaz de reconocerlo y relacionarse con él en el sentido artístico ayudará a desarrollar un fuerte sentido de independencia psicológica.

DONAR AHORA

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08002, Barcelona,
España

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Contacto
info@fundacionascenda.org

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