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## Treball Final de Màster

Títol:

**HeroLab**

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# LAB HERO

UNIVERSITAT  
INTERNACIONAL  
DE CATALUNYA  
Masters Degree  
in Arts and Cultural  
Management

Natalie Hämmerle  
Dahna Dahlke Pinto  
Kateryna Kharchenko

# PROJECT PROPOSAL



UIC  
barcelona

“

*Education is the most powerful weapon which you can use to change the world*

Nelson  
Mandela

”

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# EXECUTIVE SUMMARY

## About HeroLab

HeroLab is an association that offers **masterclasses** (four hours each) in **creative technology** in **Vienna** to teenagers taught by experts in their respective fields. We call them Mentors. By attending masterclasses, teenagers from the age of 13 to 19 will be able to access skills and knowledge from the sector. This can help them figure out their interests and show them the vast possibilities the creative technology job market has to offer. **We will be the first** to offer **free masterclasses** in art and technology in Vienna, which is why **HeroLab stands for innovation and progress**. We want teenagers to create, share, and experience. We provide a space to unlock and explore their creativity.

## Art and technology

The study of art has an extremely **positive effect on the development** of teenagers. Nevertheless, in the Austrian school curriculum, creativity is not perceived to be of great significance.

**Digitization** has affected almost all areas of our lives. We want to encourage teenagers to leave behind their role as mere users of technology and help them discover new ways of working, creating, and to implement their own ideas. We want to get teenagers not only excited about technology but for what they can do with it.

HeroLab creates a space where teenagers can **explore the interconnectivity between art and technology**. We believe that an interdisciplinary way of thinking and working is necessary due to the progressive technological permeation of our world.

## Accessibility and inclusion

**Extra-curricular activities** are a great way for young people to figure out their skills and explore their passions. There are several organizations and companies offering creative courses with the use of technology for children and teenagers in Vienna.\* However, they involve **high costs** and are therefore difficult for most young people to access. Additionally, those courses are also **time-consuming** as they take place over the course of several days or weeks. HeroLab in contrast focuses on **accessibility**, through keeping time and expenses within the capacities of our young attendees. As a social project, we will create a focus on **inclusion**, especially in areas where the rate of cultural education is low. HeroLab acts as a **non-profit association** and offers the masterclasses for **free**.

Teenagers will have the possibility to acquire knowledge outside of the school environment, which can be positive for students who have a hard time striving in a classical learning context. We will provide young people with the means and space to further their education and to become artistically active in a self-determined way. This opens paths into the cultural field which would otherwise remain closed.

\*studio linea and WUK

# TEAM



## Dahna Dahlke Pinto

German/Venezuelan. 23 years old. Bachelor's degree in History of Art and English. She has experience in organizing events and in customer care. Her communication skills are important for the community building as well as being a point of contact for donors, participants, and mentors alike.

## Natalie Hämmerle

Austrian. 27 years old. Bachelor's degree in Transcultural Communication. She has experience in marketing in the music industry and in the educational field. She is very well connected in the local creative scene in Vienna.



## Kateryna Kharchenko

Ukrainian. 22 years old. Bachelor's degree in Public Relations. She has an international background and has lived in different countries from a young age. Her organizational skills are important to carry out our operational and logistical activities.



# vision

Our vision is to help teenagers to **reach their full potential** and to **build the bridge between creativity and technology**.



# mission

Our mission is to **inspire** and teach teenagers, **empower** them, help them to **develop new skills** in order to reach their **full potential**. We are creating a new context for experiencing education. We want to prepare the future generation workforce free of charge and implement practical methods during the out-of-school masterclasses. The focus lies on **creative technology** topics in their broadest senses.



# values

Our maxim will always be the **focus on the teenagers**. Through **accessibility** and **inclusion**, we ensure the possibility of participation for teenagers from all backgrounds. **Innovation** is a value we represent in our teaching method, our Mentors, and our masterclass content.

# MARKET RESEARCH

## Survey

For our market research we surveyed **400 Austrian students** from the age of **13 - 19**. It provided us with **quantitative insights** for our market analysis and clarified consumer views on a larger scale.

The main goal of our survey was to find out the **future needs and expectations** of our customers. The method we chose for the survey was an online survey.

The results of the survey demonstrated a need for creative courses as more than half of the students stated that there is a lack of them in their curriculum.

The students answered the question of which creative courses they wish to be included in their curriculum mostly with drawing, music, and art in general. Out of 200 responses on that question, only 12 answers contained a course with a technical component. This shows that students are not familiar with the

Do you think creative courses are missing in the curriculum?



## Competitors

There are several art schools and organizations that offer courses in creative technology fields in Vienna as well as online. However, none of them can be considered a serious competitor. The courses are all either **very costly**, only offered **seasonally**, or **intensive courses** that take place over a couple of days and are therefore time-consuming.

We offer students who are already swamped with work a free introduction to a field without committing to a large course.

## Target market

Using a broad definition of our market, every teenager is a potential consumer of the masterclasses offered by HeroLab. Setting a geographic boundary of **Vienna and its surrounding towns**, grants us a vast market. Our target market is families with teenagers age **13 to 19**. Nearly 20% of Vienna's population is under 20 years old, meaning that there are many teenagers from the ages 13 to 19 living in the city of Vienna.

**53%** of the age group **would like to use their free time to pursue their interests or hobbies**. In the last couple of years, rich leisure activities have been gaining importance among teenagers. Important issues and life decisions are becoming more prominent amongst that age group. More than half of the young population continues their personal education in their free time and more young people read books again

# S



- ★ The Diverse background of the team
- ★ Strong network within the cultural and educational industry representatives in Vienna
- ★ Young relatable mentors with a professional background
- ★ Modern and inspiring teaching approach
- ★ Use of new technologies in the masterclasses
- ★ Cost management and transparency

- ★ Financial insecurity, especially during the pandemic situation in the world
- ★ Lack of initial capital
- ★ New on the market, therefore less recognition and reputation



# W

- ★ Motivation of kids related to the huge interest in the new technologies
- ★ Growing engagement of the big companies to participate in the corporate social responsibility, invest in meaningful projects
- ★ Awareness of the importance and opportunities connected to the application of new technologies
- ★ Changing job market trends - a tendency to digitization and technologies
- ★ A new culture of working due to pandemic

# O



- ★ Lack of trust from the parents
- ★ Changes of the governmental regulations
- ★ Changes in the school curriculum
- ★ Future economic crisis connected to the pandemic might affect the financing from the partners and donors
- ★ Local Competition
- ★ Emerging online competition



# T

# PEST

- p** Moderate philanthropic **tradition of giving** and volunteering
- e** **Start-Ups strongly funded** by the government because the Austrian government wants to encourage entrepreneurship
- s** **Growth in young population** (2019, 24,82% of the Austrian population are 0-14 years: 14%, 15-24 years: 10.82%.)
- t** **9th place** in Europe in terms of **technological and research and development innovation**
- t** ICT makes up **3.9% of Austria's GDP** and 7.0% of Austria's total trade in goods

Full pest-analysis in annex page pp. 9

# HUMAN RESOURCES

- Dahna Dahlke Pinto\*** oversees all operations . development of strategic plans, in charge of financing and human resources, keeps dialogue with all stakeholders
- Natalie Hämmerle\*** account management, customer support, advertising, public relations, social media management
- Kateryna Kharchenko\*** program planning . logistics . technical planning
- Mentors** on voluntary basis . prepare and hold masterclass
- Lawyer** outsourced . legal assistance and advice
- Tax consultant** outsourced . tax filing
- Educational expert** outsourced
- Intern** supporting our daily tasks . being the first contact point for our participants . help to organize and carry out our masterclasses . support communication and social media activities

\*Will work part-time in the first three years

# MAIN GOALS AND OBJECTIVES

*Become a new pillar of the educational system through modern and trendy approach to teaching*

- ★ Produce between 25-30 masterclasses a year
- ★ Select the topics for the masterclasses based on current trends in creative and technological fields

*Inspire and empower teenagers from different backgrounds to enter the creative technological field*

- ★ Reach teenagers from 20 different schools, from different areas of Vienna
- ★ Provide experiences where teenagers are engaged with young professionals from various disciplines

*Help teenagers develop digital creativity skills and reach their full potential*

- ★ Create a new context for experiencing education
- ★ Introduction to innovative job opportunities

*By the third year, the project will be 80% financed by sponsors, donors, and funds*

- ★ Attract partners, donors via presenting the budgeting & networking. Make the portfolio of funds
- ★ Diversify income portfolio between corporate/private/state grants or donations
- ★ Make a donations option on the landing page

*Establish a stable & sustainable financial basis*

- ★ Establish a good reputation and strong communication with partners, via communication tools such as events and newsletters
- ★ Increase the media coverage from year 1 to year 3

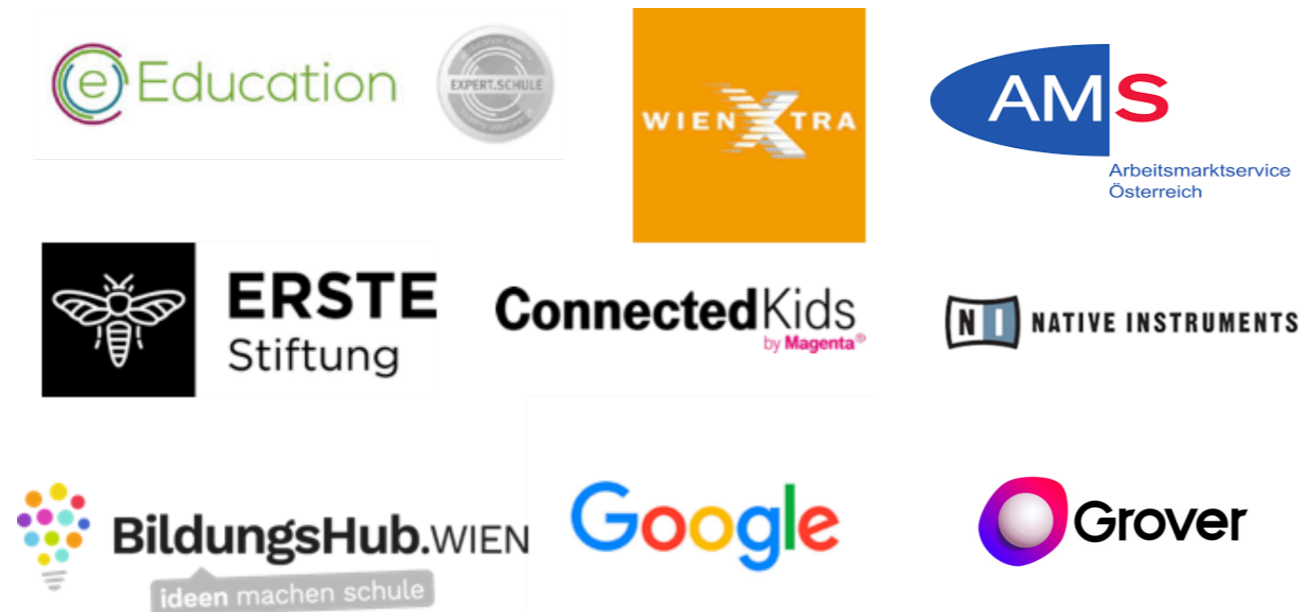
General goals

Financial goals

1st year

2nd year

## PARTNERS



Further information on partners in annex page pp. 25

## VENUE PLAN

We plan to use our **personal residences as home offices** where meetings and other administrative works will be held in the meantime while we consider renting **co-working spaces for the future**.

There are various ways to use **empty office spaces on the weekends** that many businesses already rely on.\* For that reason, we concluded that empty office buildings are a perfect location for masterclasses to be held. Ideally these office spaces would be **well connected to the rest of the city**. They will be made available to us during the weekend at little to no cost. This will enable us to cut down costs for maintenance and security.

In the future, if we decide to expand and get an office space, we will get one to fit the size of our workforce, that is: space for three workers and adapt it to suit our needs. We will need a space that is affordable enough to avoid significant spendings. In general, **our office location can be variable** since it does not take much effort or

Further information in annex page pp. 26

\*Filming of commercials, offered for seminars etc.

## LEGAL STATUS

We operate as an **association** (pursuant to the Austrian Associations Act (Vereinsgesetz) 2002). Dahna Dahlke Pinto and Natalie Hämmerle form the board and as a managing body conduct all operations.

Dahna Dahlke Pinto and Natalie Hämmerle will furthermore act as **consolidated representatives** and will therefore be authorised to represent the association externally and are authorized to sign.

The appointment of the auditor and the auditor of the annual accounts as well as the supervisory bodies is made by the general meeting.

In terms of our insurance we will have an **organisers insurance** (dt. Veranstalterhaftpflicht). This insurance covers any damage made by anyone during our recurring events. This **includes us as well as the mentors and participants of our operations. This will cost us up-to 100 € per month.**

Only the association with the association's assets is liable for the association's liabilities. The organ administrators and association members are only personally liable with their private assets if this results from other legal regulations or due to personal legal obligations.

Further information in annex page pp. 39

## TECHNICAL PLAN

Since our masterclasses **focus on the technical aspect of arts and culture** we want to provide **high quality equipment** so the participants can learn how to navigate and successfully apply them. We will partner with Grover.com, a platform specialized in tech-rental in Central Europe to acquire our technical equipment. Through the collaboration we will receive a discount on the price which is positive for us and the participants.

### Masterclasses

Laptops (10)\*  
Cameras (10)\*  
Tablets + Pens (12)\*  
VR equipment (5)\* -> headsets & software Unity 3D or ARCore  
Sound Equipment -> microphones (4)  
DJ Equipment (Native Instruments DJ Controller + Ableton Software) (4)\*\*

Paper/Notebooks  
Pens  
Projector (1)  
Adobe Creative Cloud Software  
Whiteboard (1)  
Light Equipment (2 Soft Box kits)

### Office

Laptops (private)  
Printers + Scanner  
Office supplies (Notebooks, pens..)  
Camera  
Phoneline

Specified information in annex page 29 & 30

\*rented from Grover.com  
\*\*in-kind donation



# COMMUNICATION

**Build brand awareness in Vienna**

**Earn trust with our target audience**

**Tell our story related to our mission**

**Get our customers engaged and excited**

**Promote new concepts in the city of Vienna**

## goals

## personas



- ★ 18 years old
- ★ Graduates soon
- ★ Interested in photography
- ★ Wants advice on how to get started with it
- ★ Needs networking
- ★ Needs teaching of basic skills
- ★ Active on YouTube



- ★ 15 years old
- ★ Comes from a low income household
- ★ Does not have anyone in direct environment to introduce her in to creative industry
- ★ Spends a lot of her time in youth centers
- ★ Active on Instagram



- ★ Single parent of two teenagers
- ★ Medium interest in culture but sees its value in society
- ★ No means to send kids to art school
- ★ Wants to show children different job opportunities
- ★ Active on Facebook

## key messages

HeroLab builds the bridge between technology and art  
HeroLab is innovative, hip and professional

## channels

**Social media** . We will launch campaigns both on owned platforms and through our mentors. As we want to target teenagers directly, **instagram** is our focused social media platform. Furthermore, we will actively use **Facebook, YouTube** and **LinkedIn**. We will make competitions to grow our reach and we will ask our coaches to post about their experience on their channels. Through hashtags and regular publications we increase our visibility. The writing style will be informal and include slang words.

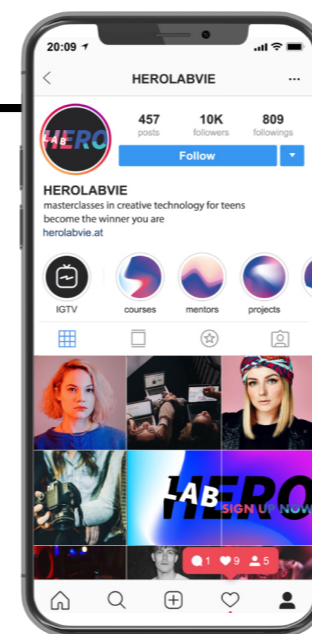
**Website** . Our informative website (**herolab.at**) will be targeted to parents as well as teenagers. It allows easy access to our customers and will help us establish credibility. It is **optimized for SEO** to increase our organic search traffic and social promotion and includes active links to all owned Social Media.

**Newsletter** . A **monthly newsletter** created with **MailChimp** will be sent out. Customers will be able to sign up for our newsletter on our website on a landing page and on the newsletter section as well as on forms at events and workshops. It contains a course schedule, links to published youtube videos and blog posts. We will segment the recipients (age ranges, coaches, sponsors, partners, media).

**School visits** . We will regularly visit schools to present our project and raise awareness. This gives us the possibility of personally reaching our customers and make us more approachable.

We created a **content calendar** to visualize how our content is distributed, to keep everyone on track and define responsibilities.

Further information in annex page pp. 15



# HEROLAB METHOD

We want our masterclasses to be inspiring and fruitful which is why we do not want to focus too much on a traditional teaching method but rather create an **open-learning environment**. Through **horizontal structures** and a difference in content we will differentiate ourselves from other workshops or schools.

We aim to create a connection between the mentor and the teenagers. If the mentors remain at the attendees disposal for further questions it would help the **community building** that HeroLab wants to establish through the project.

## Briefing

The respective mentor will be briefed 10 days before the masterclass, either via video call or in person.

Together with an outsourced educational specialist (teacher, o.e.) we will create a **teaching guide** containing **four main points** we want them to take into consideration as well as an **overview of a possible masterclass structure** in case they need reference points.

We will give the mentor a sheet with **some tips and tricks** on how to handle difficult situations. In general, we do not expect big problems with the participants as the age range normally has a certain level of communication skills, thus makes problem-solving a lot easier.

Even though this relationship should be as relaxed and open as possible, it should be made clear that the participants still have to engage actively and are not free to do as they please with the equipment. Important for this part is identifying the objectives during the introduction. How the mentor wants to achieve these objectives (tasks, personalized or in a group) is left to them.



## Class structure

- **Introduction** of the mentor explaining what they do/ their profession is and what they will do in the next few hours.
- **Interaction** with the participants & building choices. Ask them about their interests and things they would like the mentor to mention or explain during the session.
- **Theoretical aspects**; The duration of these will be short and brief so as not to overpower the participants and create a more interactive structure.
- **Introduce** them to the **technology** or **equipment** that is being used.
- **Teach and let-learn**; Teach them the contents and give the participants time to try them themselves, open-end tasks. By personalising tasks, motivation and creativity will be promoted and increased.
- Keep interacting with the students during their creative time in the class. **Navigate** and see if the stronger students can help the weaker ones.
- **Create challenges** (optional, depending on the content of the class); Keep the participants engaged through posing challenges on them, either a challenge they can pick themselves and for themselves (I want to take five pictures that I really like) or challenges within the students (all photograph the same object; best lighting and angle wins). Leave time for the presentation of the works.
- **Review** the class and leave time for questions.

**Structured and well thought through class**

**Balanced activities (10% theory 90% practical)**

**Fun and educative**

**Relaxed and open atmosphere**



# TIMELINE

## Overall Goal: Launch 24.09.2021

### August 2020

Launch of our Website  
Beginn of Social Media activities

### September 2020 to January 2021

Social Media Activities  
Meeting with potential partners and sponsors  
Networking with potential Mentors

### January 2021 ~ 12.959,20€

Set-Up (Equipment, Rent, etc.)  
Meeting with potential partners  
Advertising and Marketing Operations  
Beginning of Newsletter for partners and sponsors

### February . April 2021 ~ 12.177€

Meeting with potential partners  
Advertising and Marketing Operations  
Social Media Activities

### June 2021 ~ 3.530€

Meeting with potential partners  
Stronger advertising and marketing operations  
Prints (see communications plan)  
Social Media Activities stronger start of introduction of the Mentors

### July 2021 ~ 3.680€

Stronger advertising and marketing operations  
Prints (see communications plan)  
Social Media Activities stronger start of introduction of the Mentors  
Make a contract with equipment rentals

### August 2021 ~ 3.737,50€

Stronger advertising and marketing operations

Prints (see communications plan)  
Social Media Activities stronger start of introduction of the Mentors

### September 2021 ~ 4.780€

#### LAUNCH

Preparation of the Launch (rent equipment, newsletter)  
Stronger advertising and marketing operations  
Prints (see communications plan)  
Social Media Activities (Introduction of the Mentors)  
Weekly: Communicate which workshop will be given the following weeks

### October 2021 ~ 3.730€

Advertising and marketing operations  
Social Media Activities (Introduction of the Mentors)  
Weekly: Communicate which workshop will be given the following weeks

### November 2021 ~ 3.730€

Advertising and marketing operations  
Social Media Activities (Introduction of the Mentors)  
Weekly: Communicate which workshop will be given the following weeks

### December 2021 ~ 4.212,50€

Advertising and marketing operations  
Social Media Activities (Introduction of the Mentors)  
Weekly: Communicate which workshop will be given the following weeks  
Quarterly status report

# RISK MITIGATION PLAN

## **Force Majeure/ Pandemic**

We will provide online classes. There will be a number of options available in our course schedule that can be easily transformed into an online class (e.g. Web Design, Social Media Management, etc).

## **Mentor cancels**

In this case we only have two options, either postpone the masterclass or invite another mentor in to either do the same class or do another topic. The participants will be informed as soon as we get the information. Their place will be saved for when the class is rescheduled.

## **Struggling finding participants**

Find more partner schools in the area, target more youth clubs and expand marketing and communication. Closely manage the communication and find out where it lacks recipients. Consider reaching out to blogs and newspapers to reach another target group.

## **Accident child/property**

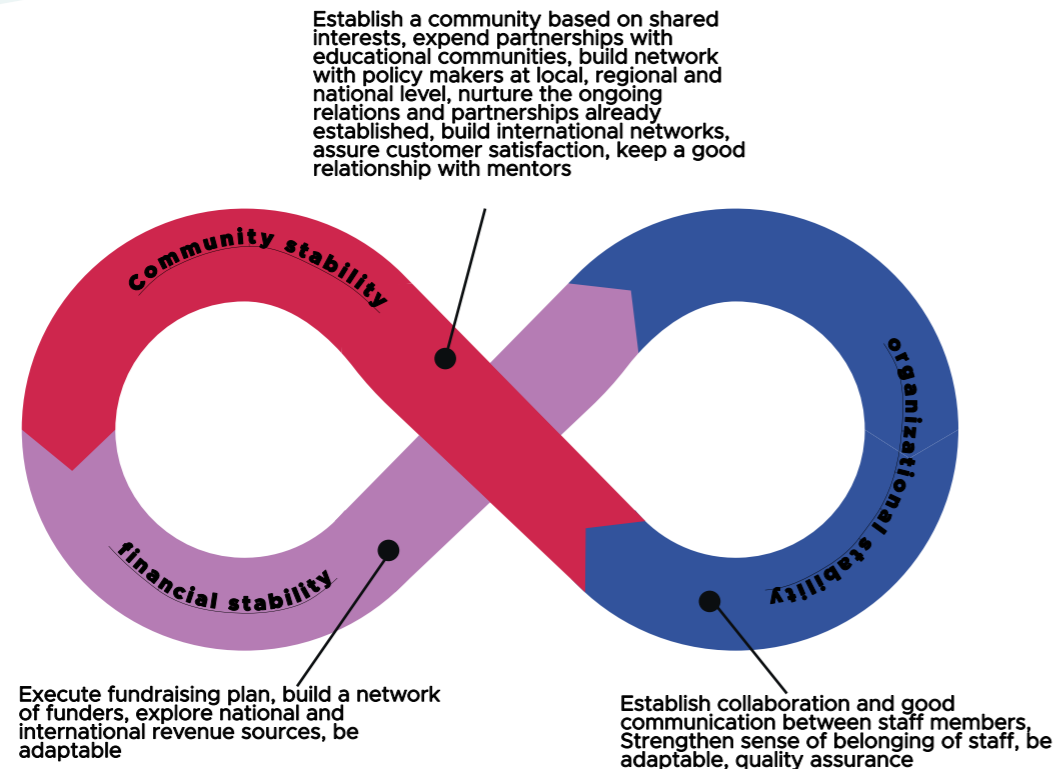
Through proper liability insurance we can manage the extent of costs through accidents. One of us will always accompany the workshops and monitor them.

## **Bad reputation because of a dissatisfaction with masterclass**

Communication with the dissatisfied customer provide alternatives. Make a list of complaints and analyse them with the respective mentor and coordinator. Monitoring all social media platforms and Google Maps to ensure instant reaction to comments and reviews.

# SUSTAINABILITY PLAN

Our sustainability plan aims to ensure that the results of our HeroLab remain available to all stakeholders in the long run. It serves as an overview of the goals we have set and the respective measures that we implement to ensure that our project is sustainable and that we can fulfill our mission in a future-oriented manner. Our action plan is divided into three parts: Community stability, financial stability, organizational stability.



Full plan with respective measures in annex page 37 & 38

# LOGISTICS PLAN

The logistics plan covers the following aspects:

- Before the event logistics
- Inventory management and storage
- Venue logistics
- Transportation
- Catering
- Safety
- Post event logistics

Full plan in annex page pp. 29

# ENVIRONMENTAL IMPACT

## Goals

- ★ **Keeping our ecological footprint small**
- ★ **Keeping resource consumption to a minimum**
- ★ **Encourage communication**

We take responsibility for the economic actions of our association towards the outside world and our employees and thus ensure social and sustainable standards with our sustainability management. We are committed to sustainable business, our services are environmentally friendly and we actively participate in climate protection.

## Measures

**Sharing economy** . We share products and equipment so that fewer products need to be purchased. For products and equipment, a sharing system is used if possible or otherwise, second-hand equipment is purchased.

**Waste management** . We take care to avoid, reduce, and eliminate waste.

**Recycling** . We will recycle our waste properly.

**Green mobility** . We work primarily with professionals that become mentors from Vienna, which makes it easy to travel in an environmentally friendly way. If a mentor travels from further away, the most environmentally friendly travel option will be chosen. The participating teenagers and staff will be encouraged to travel by public transport, bicycle or similar.

**Eco-friendly catering** . The snacks and drinks we serve during the masterclasses will be vegan and from local and sustainable producers. When possible we will buy in bulk to reduce packaging.

**Organisational culture** . We develop an organisational culture that takes into account nature and environmental aspects and in which we act together in a resource-saving and economical way. Important aspects of the organisational culture are knowledge sharing, learning from and with each other, team orientation and participation as well as the integration of other perspectives.

# BUDGET

Since our association does not make profits from the workshops our **income is solely based on funds and donations**. In general, we calculated that we will need a total sum of **55.000 - 60.000 €** for the **first year** and up to **65.000 €** for the **second year**. Our **main expenses** will be **wages** and **advertising** which sum up to a total of 30.400 € in the first year. These expenses will double in the second year. Both of these expenses represent our key-hires as one attracts our participants and the other is responsible to execute our operations.

We expect to receive more **significant donations** by **corporate companies** as well as a **variety of smaller donations** once the workshops start. The numbers below represent our estimates in the year 2021, therefore we only calculated the small donations from September 2021 to December 2021, as the launch is at the end of September. We expect **slow-growth** since our surplus is made up of a variety of funds that we cannot enhance through “sales” per se. We will always be on the lookout for **new partners and sponsors** who can **support our cause** monetarily or with in-kind donations.

## We assume

...that there will not be a major recession in Austria.

...that state and municipal funding will remain constant and our eligibility for state and municipal fundings will not be affected by drastic changes in the economy.

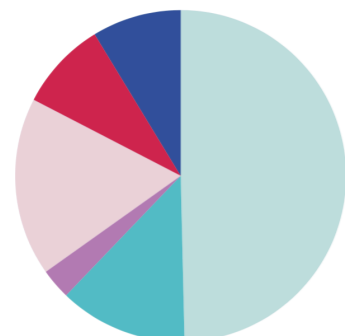
...that our project will be supported by Vienna’s community.

...that the need for our project will remain.

...to make a gross profit through funds of at least 60.000 Euros.

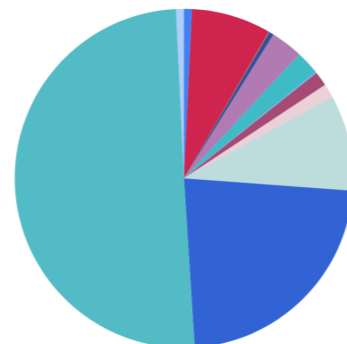
...that about 10.000€ will come from our own capital to cover some of the start-up costs.

Profit Year 1



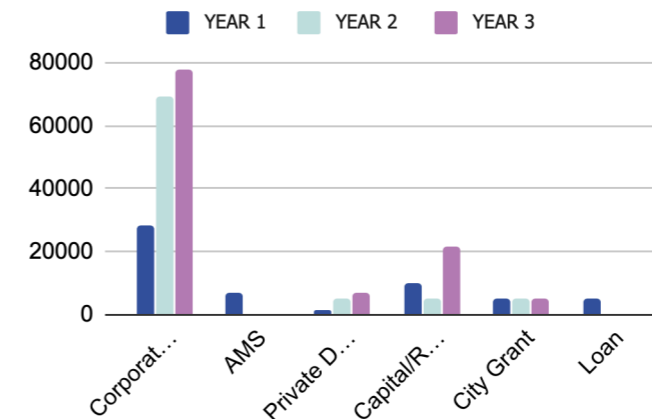
Corporate Donations/Grants AMS Private Donations  
Capital/Retained Earnings City Grant Loan

Expenses Year 1

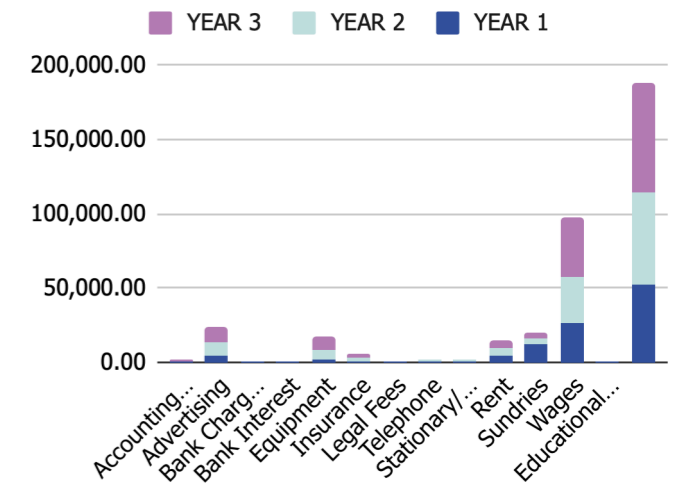


Accounting Fees Advertising Bank Charges  
Bank Interest Equipment Insurance Legal Fees  
Telephone Stationary/Office supplies Rent  
Sundries Wages Educational Consultancy

Income 2021-2023



Expenses 2021-2023



Further information in annex page pp. 49

# EVALUATION PLAN

## Communication:

In order to reach our target audiences, we have to keep track and steadily evaluate communication goals. We will analyse the following parameters and see how we can improve them:

1. Clicks and Interaction on our Social Media.
2. Google Analytics.
3. Returning visitors to the webpage.
4. Engagement ratio of the social media ads (the ratio between people who saw the post and who actually performed the action, such as likes and comments, shares, etc.).

## Masterclass (Operational goals):

5. Satisfaction surveys after the masterclass give us a point of reference on what we can change/improve.
6. Recommendations in numbers.
7. The number of attendees participated more than once and the number of masterclasses taken by each participant.
8. Keep track of job market trends in the creative technology field and keep interacting with possible mentors. This provides us with the needed relevance in the masterclasses we offer.

## Financial Goals & Partners:

9. Keep track of our increases in donations to evaluate if it is a financially sustainable pillar to build upon. If the donations are coming in as planned we can rely on them as financial support, if not we will have to re-think our financial structure. Like this, we can measure the stability to carry out operations over at least three years.
10. The ratio of the number of investors and the average donation amount, in order to understand if individuals and organizations are interested in donating significant amounts of money to our project.