



# CORPORART STUDIOS

Cultural Project: Master's in Arts & Cultural Management  
**Annex**

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## 1. Executive Summary

### 1.1 Glossary of Terms & References

**Corporate Learning Solutions** translates to soft skills training for corporations. The respective HR (Human Resource) or People Development Department lists down the skills required for certain employees or departments within the organisation. Training is usually conducted for new hires or for those who have just switched profiles (promotion etc.) or even for team-building exercises (to enhance team building skills) by trainers who are certified or experienced in the same. A company conducts training thrice a year on average and utilises external resources (soft skills training provider - individual or company) on contract or internal assets.

“Soft skills” has been considered misleading (and at times derogatory, since these skills are nothing but “soft”) and is replaced by the more politically correct “job skills”, “employability skills”, “interpersonal skills” or “professional skills”. However, for the sake of communication and understanding, “soft skills” is still used to cover the broad band of lessons to improve communication, increase active listening, resolve conflicts, better negotiation, improve leadership, develop or enhance lateral thinking and much much more.

**ICT** - Information and Communication Technology industries that includes IT or Information Technology companies as well

**ISO Certification** - ISO certification is a seal of approval from a third party body that a company runs to one of the international standards developed and published by the International Organization for Standardization (ISO).

**Art (Project Description)** refers to any art or medium under visual arts (and crafts), performing arts (theatre, dance, music, puppetry etc.) or literary arts (prose, poetry).

**HR** – Human Resources

**CRM** – Customer Relationship Management

**CSAT** – Customer Satisfaction

**Navras** – The nine senses is a concept mentioned in Bharat Muni’s *Natyashastra*, considered a bible of Dramaturgy, Dance & Music.

## 2. Project Description

### 2.1 SWOT

# SWOT & Basic CAME Analysis

#### Opportunities

- Collaboration with various artists
- Collaboration with hotels, airlines & other sectors
- Availability of artists (unlimited & international)
- Dependent on intelligence & not technology
- Booming IT industry
- Prospective Stakeholders: Pharma/Energy/Aerospace

#### Threats

- Lack of brand recognition
- Poor market visibility
- Differently attractive programs (VR, Lego etc)
- Need for AI trainers; new tech threat
- Funders investing in other projects
- Inflation can affect costs
- Skepticism from the market
- Attrition
- Artists lack tech skills

#### Strengths

- Art, Tech, Political, multi-cultural knowledge & exp
- Confident & Soft skills-trained
- High differentiation factor
- Interculturality
- Adaptability & customisation
- Cross-sectoral collaboration
- High-end mission (upliftment of art and artists)
- Highly trained negotiation experts

#### SO Strategies

- Invest in market research and audience development and revise business plan accordingly
- Redo budget and finance plan with help from trusted financial advisors
- Highlight team expertise and knowledge and relevant connections with artists, facilitators

#### ST Strategies

- Capitalise and strategise on intelligent vs technical pedagogy; eventually blend art and technology (if absolutely necessary) and hire artists who rely on tech to devise their art

#### Weaknesses

- Facilitators' lack of experience or understanding of concept
- Weak/untested sales techniques
- No customer history or relations
- Competitive prices for a start-up
- Unappealing website possibility
- Lack of seed capital; financial dependence; bad finance background
- Lack of Highly trained MKT personnel

#### WO strategies

- Research artists thoroughly and hire wisely to maintain high quality & avoid distracted, uninterested or non-methodical facilitators who care less for CorporART's goals

#### WT Strategies

- Reconsider Business Plan to attract investors; stretch goals timeline; reconsider salary and other expenses

## 2.2 CAME Analysis

### SO Strategies

- Sell USP concept with hotels / airlines etc. by educating them about the money in IT (they may already know) with highly trained salespersons
- Invest in market research & marketing (incl. social media/communication) personnel (art background is an advantage)
- Encouraging CorporART promotion (by client employees, stakeholder, artists, their brands) = promoting CorporART - indirect marketing
- Market CorporART (and its co-founders) as art and tech advocates; show mutualism and benefits & prospective collaborations/initiatives; strive to be the number one brand in this regard (and appear top of Google results)
- Directors should be active speakers and participants by attending events; get trained in soft skills; work on audience development strategies; follow the right pages on social media etc.
- On personal pages: shows everything we are as co-founders; values and vision, connections and what we do

### WO Strategies

- Recruitment Pages clearly specifies requirements + benefits + prospects for growth; research well; hire wisely (art background for all is an advantage)
- Conduct in depth interview; define KPIs & monthly targets
- Conduct orientation (to understand skill needs of ICT, their language & how corporates function); conduct soft skills training for artists; have mock in-house sessions (by facilitators) and provide feedback
- Keep track of art and artist trends for future collaborations
- Train existing employees (IT) to facilitate in case of emergency
- Maintain good relations with all stakeholders
- Invest in market research (identify traditional vs modern companies; what are companies open to; what can we capitalise on? (dance vs art); initiate stakeholder database + target companies that have branches in and out of Madrid
- Pitch and negotiate effectively (by directors & Marketing)
- Creation and supervision of strong budget (regularly revisable): mention start-up costs; projection charts, immediate recruitment of finance personnel

### ST Strategies

- Preferably hire tech employees who are artists (embedding art+tech in pedagogy) and artists who are tech dependent (broaden talent pool or have respective training strategy in place)

## **WT Strategies**

- Maintain SMART objectives for each strategy with respective key metrics
- Have budget and income statements be sent in bi-weekly and then monthly with realistic contingency values
- Collaborate with 1 specific tech-training company that leads in digital content and leadership; AI for artists (or start such a company as an offshoot of CorporART from Y5 )
- Research fundraising tactics - talk to enough people / start-ups; practise pitches; find out what each is looking for (involve marketing & HR in initial stages)

## **2.3 Sustainable Development Goals (SDGs) Explained**

CorporART's programs constitute an important step towards achieving SDG 3,4, 8 and 16:

### **Goal 3:**

CorporART promotes health, happiness, and prosperity (Good health and well-being)

- By using creativity and art as a means to improve mental health, emotional intelligence, and overall well-being. Creative activities, individuals can reduce stress levels, improve communication skills, boost self-esteem, and develop a sense of purpose and fulfillment

### **Goal 4**

- By using art and creativity as a means to teach and develop soft skills, individuals are able to learn in a more engaging and memorable way. These programs help individuals develop skills such as communication, collaboration, problem-solving, and critical thinking

### **Goal 8**

Focus on decent work and economic growth

- By helping individuals become better team players, problem-solvers, and innovators, leading to increased productivity and efficiency, contributing to decent work and economic growth

### **Goal 16**

- By developing soft skills such as empathy, communication, and conflict resolution, individuals are better equipped to build and maintain positive relationships with others. This can help to reduce conflicts and promote peaceful interactions in personal and professional settings.

- By promoting creativity and self-expression, these programs can help individuals develop a sense of identity and belonging, which is essential for building strong communities

## **2.4 The Customer Journey**

### **2.4.1 Pre-learning Service (2-4 weeks)**

1. Get client requirements
2. Offer 10% discount on 2 or more programs a year + priority scheduling
3. Have trainee (employee) fill-out forms sent in
4. Send session introductory link to open access schema

[According to Prof Esther Belvis Pons, CorporART is introducing a hybrid concept with 5% of the learning program to initiate online. In the initial stages this is a video (link to the video on CoporART website will be sent to the client company/employees 1 or 2 days prior to the actual session) to open trainee schema to the session their company has signed up for. Trainees will be encouraged to send in some response which can be used in the beginning of the actual session. This could gradually evolve into an interactive video to have learners submit responses via the portal itself. This is to take the edge off the employees since art could be a 180 degree shift from their regular ICT work and something tech-related or a link between art and technology can make them feel at ease.

CorporART has incorporated this since it is in line with CorporART's Digital Goals]

### **2.4.2 Post-Program Services**

CorporART's post program services is a non-exhaustive enlivening process with a driving motivation to enable cross-sectoral dependence.

- Take CorporART learner survey
- Take CorporART learner evaluation from client company after 4 - 8 weeks of training
- Offer 10% discount on the second Day Program or Navras Away Program + priority scheduling
- Choice of newsletter subscriptions, new program offerings, invites to CorporART activities and events
- Be the contact point for client corporation to show art-support

### **2.4.3 Other CorporART Services**

1. Curate mini exhibit of works by trainees of CorporART, in interesting venues, for a fee
2. Be an agent for possible collaborations with creative spaces / artists/stakeholders



## 2.5 The Ethos Program Plan

The outline of the pedagogy has been inspired by inputs from various artists we have interviewed.

### Theme: 4 Seasons, 4 Perspectives

1. Artist Showcase: A small showcase of the artist and the art to enrapture & acclimatise trainees. Trainees elicit session theme
2. Ice-breaker: Discuss schema and responses received from online video activity
3. Moving Image Creation: Split groups into 4. Each group enacts a scene of one season, eg: beach. One would be a dolphin swimming; the other would be waves of the ocean; two of them could be playing ball or building a sandcastle etc. On the sound of a clap or gesture, each group produces/enacts their respective moving image. [Snapshot moment]. Discussion and feedback follows.
4. Weave Images into a Story: Groups will then piece a story together based on the moving images. Best story can take the stage for the final premiere.
5. Sound Association: Teams/Individuals associate different elements from the chosen story to sounds or music they create with instruments for percussion or melody. Discussion and feedback follows.
6. Show Premiere: The story will be made into a play with a musical soundtrack in accordance with the theme of the session (Using the 4 seasons to offer different perspectives on a topic). This will involve trainees as actors, narrators and musicians. [Video Capture]. Discussion and feedback follows.

### Discussion & Feedback

Facilitator discusses the module having trainees elicit various aspects; self-reflect and offer soft feedback. Concepts like creativity, leadership, teambuilding, active/passive roles, communication, dedication and observational skills are discussed and compared to employee roles within their organisation.

## 2.6 Product Pricing

<b>Ethos/Pathos/Logos Program</b>	3 Hours		
Price per head (1 session) (Euro)	400*		
Minimum number of trainees per session	20		
<b>Navras Away Package</b>	9 Hours		
Price per head (1 session) (Euro)	650**		
Minimum number of trainees per session	30		
<b>Estimated sale of sessions</b>	2024	2025	2026
Ethos/Pathos/Logos Program	12	35	45
Navras Away Package	5	10	15

\*Inclusive of location & transport charges

\*\*Inclusive of 2N bed & breakfast + 1 Dinner; CorporART can make arrangements for transport (not included) if required

## 3. Market & Competition

### 3.1 PESTLE Analysis

#### Political Factors

#### Madrid Demographics

An improving Spanish economy led to a demographic boom in Madrid in the late 1990s and the early 21st century with international immigration. Madrid has long attracted immigrants from around the world. Nearly 84% of the city's population are Spaniards, while those of other origins account for more than 16% of the population. The largest immigrant groups in Madrid include: Ecuadorian: 104,000, Romanian: 53,000, Bolivian: 44,000, Colombian: 36,000, Peruvian: 35,000, Chinese: 35,000, Moroccan: 33,000, Dominican: 20,000, Brazilian: 15,000, Paraguayan: 14,000. There are also large groups of Filipinos, Bulgarians, Indians, Italians, Argentines, Senegalese, Poles and Equatorial Guineans in the city. Immigrants are largely concentrated in specific districts of Madrid, including Usera (28.4%), Centro (27%), Carabanchel

(23%), and Tetuan 22%). Migration: International migration based on: (a) estimates of migrant flows, and assumed subsequent trends in international migration; (b) information on foreign-born populations from censuses and registers from major countries of destination; (c) estimates derived as the differences between overall population growth and natural increase; (d) UNHCR statistics on the number of refugees in the main countries of asylum. The current metro area population of Madrid in 2023 is 6,751,000, a 0.55% increase from 2022.

## Barcelona

We are also researching the 22@ District of Barcelona. It was developed as an ambitious project to become the city's hub for innovative technology companies. This area was originally the center of the Catalan industrial revolution, but at the end of the 20th century it was decided that the neighbourhood of Poblenou needed to be modernised. After years of urban planning and constructing new buildings, the district is now home to many major company headquarters, and there are still plans for future growth. CorpoART is open to opportunities from Barcelona as well and we are keeping our options flexible.

- **Russia-Ukraine conflict:** Impact of Russia's invasion of Ukraine on the markets (has highly impacted energy and food markets). European energy and food companies (CorporArt potential clients/partners/Sponsors). Automotive, transport and chemicals are the most vulnerable sectors. Airlines and maritime freight companies will also suffer from higher fuel prices, airlines being the most at risk. Impact in Spain: Spain will be affected by two types of effects: energy, industrial products and raw materials, and financial effects. The increase in the price of petroleum, therefore, leads to an increase in transportation prices, as well as in air fuel, which can result in long-distance trips being penalized due to the high cost involved.
- **Strategic framework of the EU cultural policy.** With the goal of supporting culture-based creativity in education and innovation, for jobs and growth, the objectives of the Agenda are: 1) promote the arts, culture and creative thinking in formal and non-formal education and training at all levels and in lifelong learning; 2) foster favourable ecosystems for cultural and creative industries, promoting access to finance, innovation capacity, fair remuneration of authors and creators and cross-sectoral cooperation; 3) promote the skills needed by cultural and creative sectors, including digital, entrepreneurial, traditional and specialised skills. CorporArt is aligned with cultural policy of EU.
- **Other EU project supporting CCI.** Creative FLIP is a Preparatory Action, co-funded by the EU and project partners with the overall goal to build a stronger resilience of the CCSI. Voices of Cultural Dialogue - a structured dialogue between the European Commission and the cultural sector. Knowledge and innovation communities (KICs) for the cultural and creative industries and is planned to start in 2022.
- **Madrid:** Recovery, Transformation and Resilience Plan for the City of Madrid. «INNOVATIVE EMPLOYMENT AND ENTREPRENEURSHIP», key goals: talent and skills, combining the Boost for sectors with projection with the 202 Modernization of the productive fabric and support for SMEs. «RESILIENT AND CAPACITATED CHILDREN, ADOLESCENTS AND YOUTH» strategy: support families and their most vulnerable members through education and training for employment, improving conciliation and equal opportunities between men and women. The future evolution of Spain according to the plan: Education and knowledge, on-going training and capacity building; New economics of care and employment policies; Promotion of the culture and sports industry.
- Overall EU and Spain skills policies from the Spanish national report on the labour market soft-skills.

## **Economical Factors**

- The occupation that is expected to have the highest number of job openings, out of which 80% are due to replacement needs, is service workers and shop and market sales workers, accounting for 21% of total job openings in Spain. The occupational group expected to increase the most in terms of new jobs is technicians and associate professionals.
- 22% of the occupied Spanish population is part of the so-called "creative class". Specifically in the community of Madrid, it represents 30.77% of the total well ahead of Barcelona, with 18.79% and Valencia with 4.44%. The city of Madrid specifically represents 30 percent of the labor market in the field of Spanish CCIs.
- Nearly 60% of workers in CCI state that they earn under 1,500 euros per month from their cultural activity, far below the average and the median salary. Young people suffer worse material and living conditions than other age groups. Thus, 70% of those aged under 35 years are experiencing financial difficulties.
- More than 70 percent of ICT-related company headquarters are in two autonomous regions: Madrid and Catalonia (the region including Barcelona). The number of ICT companies in Spain is estimated at 30,000, adding 3.2 percent to Spanish GDP.
- The major industrial sectors of Spain are automotive industry, machinery, textiles and food (Harrison & Corkill, 2016).
- Telecommunication equipment: Spain's 5G National Plan will be a driver for equipment upgrades in Spain, not only on mobile networks, but on the further development of their backbone fiber networks.
- Spain's RRP is one of the largest and most ambitious on digital, devoting 28.2% of the total allocation to digital (€19.6 billion).
- The broad network of Spanish universities and vocational training schools offer ICT degrees and regulated studies all along the Spanish territory.
- 21.9% are graduates with STEM degrees (above the average for Europe at 13.6%).
- The ICT industry is a core priority for European and Spanish institutions: EU's Digital Strategy and Digital Spain 2026 place digitalization at the centre of economic development.

## **Socio-Cultural Factors**

In Spain, as explained by Business Culture (2012) there's more focus on traditional means of communication such as face to face meetings. Tse et al. (2016) informs that personal interaction and relationships are held in high stead. Therefore, if our business is to have a chance at succeeding in the Spanish market then much attention has to be paid to training staff and employees in being amiable and developing long lasting relationships with clients.

Another feature of the Spanish social environment is that the number of temporary worker' contracts is exceeding the number of permanent contracts. Due to this trend there are a few workers in Spain which have received on job training (Vázquez-Rowe, Villanueva-Rey, Moreira, & Feijoo, 2016). This shall affect HR policies of our company in its Spanish operations. If the company plans on hiring permanent employees it roughly mean that more resources will have to be allocated to long term benefits associated with permanent contracts such as investment in employee Pension Funds. These additional costs will have to be taken into account.

Spanish society is increasingly being divided along communal lines. The eastern region of Catalonia is at loggerheads with the Central Madrid region. Austerity plans to quell effects of recession have meant cuts in education and health sectors. Burchardt, Griera, and García-Romeral (2015) In light of the social friction, two regions namely Basque and Catalonia (which includes the industrial city of Barcelona) have called for full provincial autonomy and may even break off in the near future. CorporART should treat this with sensitivity since it operates in Madrid with away programs focussed in Barcelona and other cities in the future.

### **Technological Factors**

Spain is no particular technological behemoth within the European continent even though there are few technological startups. However, technologically, Spain is on par with much of the rest of Europe. It is one of the first countries in the EU to have issued all national identity cards in an electronic format. Spanish companies have been at the forefront of technological development and innovation. Their contributions in air and road traffic control, international securities, renewable energies, civil engineering, and mobile communications are well-known around the world (MIT Technology Review, 2022).

The Spaniards are well known for their widespread use of social media. The major social networks in use in Spain are Facebook, Instagram, Pinterest, Twitter, YouTube, Reddit, and Tuenti. However, it is worth noting that the country needs more IT staff. In fact, ICT experts belong to high shortage occupations in the country. The Spanish population is technologically savvy with internet usage rates of 65%.

The Government has been trying to reverse the decline in technology sector by increasing R&D expenditure as a percentage of GDP. Legislation is also being made freer and policies have become more liberal in nature. This means that while the past might not have been that friendly the future holds much promise for technology intensive companies (Castells, 2011). Lesser legislation will mean that there are smaller compliance costs for manufacture of industrial machinery and consumer goods.

Recent technological innovations in renewable energy have made Spain popular throughout the world (Data Monitor, 2010). The promotion of renewable energy act pushed Spain in the direction of Green Energy. Wind farms, solar energy have made a sizeable contribution to the Spanish energy market and renewable energy equipment is now also being exported to other countries in large quantities. The South of Spain particularly boasts Solar Thermal units such as Gemasolar which can produce up to 19.9 megawatt of Electricity. In Spain, therefore emphasis is on environment friendly ways of generating energy. Clean renewable energy would hence be abundantly available for consumer products manufacturing and heavy machinery industrial goods manufacture. Spain is also investing heavily in machine tools which are the cornerstone of any industrial effort. From energy to home appliances, machine tools are needed to support the production of many consumer goods. There is also emphasis on investing in emerging technologies. These are investments in the biotechnology firms which will develop its health sciences area.

A drawback in technology sector can be gauged through the number of patents from Spain. In this regard, Spain lags far behind its European counterparts such as France and Germany. The number of patents is on the rise but is still far below its European counterparts. This is a sign of

low level of innovation in the country. The Spain Innovation Strategy or STI has been developed to counter the decline and promote innovation in the major sectors of the economy. This is a positive for CorporART since our methodologies are all about stimulating innovation.

### **Environmental Factors**

More than 70% of Spain's energy comes from fossil fuel. However, 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. These factors have little to do with CorporART on the whole. However, as a contribution to the environment, we take stringent measures to keep energy utilisation to a minimum eg: turn lights off when not needed; use public transport; include upcycling as part of our art strategy to facilitate programs, etc.)

### **Legal Factors**

- On December 1, 2022, the Spanish Parliament finally approved the Law for the Promotion of the Startup Ecosystem, known as the "Startup Law", which aims to support the creation and growth of startups, as well as to attract talent to the country.
- Training and development in Spain: Each employee can claim 20 hours of free training per year.
- The minimum salary for a full-time job in Spain is €14,000 gross per year in 2022 (€1,166.66 gross per month), if the company pays it in 12 installments.
- Training contract, two types of training contracts: 1) Training contracts in alternation ( It may not fall below 60% in the first year and 75% in the second year; It may never be less than the Minimum Interprofessional Wage, proportional to the working day; No overtime, probationary period or night work is allowed); 2) Contracts for obtaining professional internships: It may never be less than the Minimum Interprofessional Wage; There must be an individual training plan and an assigned tutor.
- Overtime is not allowed, but supplementary hours are allowed.
- UNESCO 2005 The Convention on the Protection and Promotion of the Diversity of Cultural Expressions: 1) promote measures aimed at nurturing and supporting artists and others involved in the creation of cultural expressions (Art. 6, Rights of Parties at the National Level); 2) strengthen production capacities by setting up educational, training and exchange programmes in the field of cultural industries. (Art.10, Education and Public Awareness)

## **3.2 Porter Analysis**

### **Threats of New Entry: MEDIUM**

Different – scope for variety. Any program that competes with us will have its own quality and will not be exactly similar to us.

Client relationship is key: customisation, storytelling and communication strategies.

Our USP: Specific artist collaborations (with contracts and agreements) signs non-disclosure agreements.

**Competitive Rivalry: MEDIUM**

- Strength of your competitors: 1) brand loyalty 2) brand recognition 3) client base 4) More experienced 5) A wide range of services
- Number of prospective rivals: up to 50 training agencies (+ Universities and business schools), but 10-15 «direct» rivals in Spain
- The quality of their product compares with CorporArt's: some of the rivals concentrate more on team building, fun atmosphere and well being without personal or professional development or up-skilling aspects. Others are more technical than fun and recreational. Some rivals have art based programmes, but nothing similar (or focused enough on creativity based soft-skills programmes, created by our tea and art specialists). So CorporArt as a startup can analyze all the existing trainings and create an innovative approach with «CCI formula».

**Supplier Power: LOW**

CorporArt creates unique art based workshops and trains facilitators itself (no supplier power, or it is low)

**Buyer power: LOW**

High level of uniqueness and quality: clients can customise our products and services to any level and any number... Time is key and so is quality. Buyer is not in a strong position because the variables that we deal with are one of a kind and attributed to our brand. It's important to keep things low though. Both lateral and vertical integration. Pride for buyers to have associated – art.

The possibility to switch to a cheaper competitors is low because:

- We have a high USP. We provide unique art based workshops with ICT company focus
- Our programmes are highly customized
- The creativity level of creative process: our facilitators are artists in different fields

**Threat of Substitution: MEDIUM**

There is some threat of substitution as there are art practices within art based soft-skills training programmes provided by our rivals. Examples:

- VR/team painting, drumming team building programmes provided by Smarty Eventos (An agency for online and face-to-face team building activities for companies, corporate events and experiential training. "Learning by Doing" learning methods, Virtual Reality, Augmented Reality, Artificial Intelligence, Drones);
- Team Building España agency: «Discover and enjoy the cinema world» that includes team building, creation of the script, filming and edition; «Music quiz» that includes singing competition; Art workshops; F1 designer; Drum circles; Wine quiz;
- Training Sideways: Art based behavioural training company in India. Is a profitable young thriving arts organization making people believe in the power of the Arts. For corporates and educational institutions.

The biggest threat is Training Sideways - art based training providers in India and Singapore that can expand to Europe (Spain). Their approach and services are the most similar to ours, but they do not represent a total substitute as our USP remains high (we create specific creative programs with artists, it is a unique experience).

### 3.3 Competitor Profile & Benchmarking

	Competitor 1	Competitor 2	Competitor 3	Competitor 4	Competitor 5
Website	<a href="https://www.smartyventos.es">https://www.smartyventos.es</a>	<a href="https://www.teambuildings.es">https://www.teambuildings.es</a>	<a href="https://efic.es">https://efic.es</a>	<a href="https://www.theknowledgeacademy.com/es/courses/communication-skills-training/">https://www.theknowledgeacademy.com/es/courses/communication-skills-training/</a>	<a href="https://trainingsideways.in">https://trainingsideways.in</a>
Background & Overview of Company	An agency for online and face-to-face team building activities for companies, corporate events and experiential training. "Learning by Doing" learning methods, Virtual Reality, Augmented Reality, Artificial Intelligence, Drones to.	Company specialized in the design, development and "in-house" organization of activities for corporate groups visiting Spain.	services and training programmes: personal, professional and business/organizational development	Globally recognized The knowledge academy, since 2009 (headquarters in the UK) — globally established provider of training courses and accredited by renowned exam institutions.	Art based behavioural training company in India. Is a profitable young thriving arts organization making people believe in the power of the Arts. For corporates and educational institutions.
Product/Services	1. Online escape rooms, cooking/metaverse events 2. Offline (build a robot, masterchief)	MICE events visiting Southern Spain for Business (Meetings, Incentive trips, Conferences, Events)+ team building, gastronomy workshops, technology,	Training courses in Coaching, Team Leadership, Communication and Public Speaking+Soft skills, Emotional Intelligence, Neurosciences + Kanban, XP, Scrum, Lean	Big business courses catalogue: e.g communication skills, emotional intelligence	Online learning, Behavioural Training, team building, Diversity Inclusion, Internal communications



		icebreaking, etc.			
Art-Based?	1. VR/team painting 2. Drumming	1. Discover and enjoy the cinema world + team building (creation of the script, filming, edition). 2. Music quiz/singing competition 3. Art workshops 4. F1 designer 5. Drum circles 6. Wine quiz	No art, 6 blocks for soft-skills	Not stated	Yes: Theatre, Music, Dance, Visual Arts, Games, Simulations
Duration	1-3 hours	1-4 h.	40h. (24h. en Streaming + 8h. de tutorías + 2 Webinars.)	Online Instructor-led (1 days) Classroom (1 days) Online Self-paced (8 hours)	Half day/full day, under 60 min., 90 min.; Online (drama): 90-120 min workshops, 6 day (1.5 hr)
Prices/pax	5-350 pax, 25-75€/pax	20-500 pax, not stated	690€/pax (soft-skills), 3.490€(coaching expert)	995€/pax	
Indoors/ Outdoors	1. Indoors/outdoors (hotels, restaurants, offices)	Indoor/outdoor	Online/streaming (for soft-skills)	On/offline (classroom, on-site)	Online/Offline India

Location	Spain, Madrid + online in 12 countries	Offices based in Spain (Madrid, Barcelona, Seville)	Spain (Barcelona, Madrid, Sevilla, Alicante, Bilbao, Granada), International (USA, Colombia, Mexico, The UK).	Global	India and Singapore
Languages	English, Spanish, French	English, Spanish, French (7+ language spoken)	English, Spanish	Multilingual	English, local languages in India
Estimated Market Share	No revenue info. Work with 4,83% out of 29,994 org. with 50+ workers	No revenue info	No info	Revenue is 29,000,000 euros after taxes	4 million euros of revenue
Target Market Served	1450 companies/clients	Not st.(100+ big companies)	-	300,000+ org.	150 clients
Customers:	IBM, BBVA, Movistar, Philips, Airbus, Ikea, General Mills, DHL, BOSCH, Zoo Aquarium Madrid, telepizza, cintra, ESIC, L'Oreal, Novartis, Zurich, Sanitas, Microsoft, Telefonica, Volvo, Mars, GasNatural Fenosa,	Eau Thermal Avene, Hotel Puente Romano(Marbella), Microport, Emporio Armani, Deloitte, Syncreon, Sartomer, MediaMarkt, London Stock Exchange	Zara, El Corte Ingles, BBVA, Camara Comunidad de España (UE),Abengoa, Vegemat, University Loyola Andaluca, Sanroman consulting and education, Orion Pharma, University de Sevilla, 3M, Valeo, Hospital Mateu Orfila, gsk,	Deloitte, Ford, Asos, Aston Martin, Rolls-Royce, Hugo Boss, Google, JustEat...	Google, CISCO, HUL, Mahindra, Accenture, Vodafone, Citibank, Genpact, HP, KPMG, Shell, Tafe, Matrimony.com and Star TV

Demographics/Psychographics of customers	Gen z, y and x in Spain and other 12 countries. More affordable trainings, more fun	Gen z, y and x in Spain	Gen y and x and boomersII in Spain, The US, The UK, Mexico	Gen z, y, x and boomersII in Spain and globally	Gen z, y, x and boomers II in India and Singapore.
Marketing Strategy		Social media (facebook, inst., youtube, tripadvisor, flickr - photo hosting), website (videos), email/google/facebook/tripadvisor adv., media (eleconomista)	Social media (facebook, twitter, inst etc), Google/Facebook adv., Website promotion(Online blog), traditional media (Eleconomista, EIPais), EFIC alumni networking, Business club, events (Talleres, Webinars, OnlineCongress, Conferencies, Open doors, Presentations	Social media (twitter, youtube), website, google adv.,	Social media, Traditional media (Financial express, Economic times.), website (blog), email marketing
Strengths:	↑ Website, ↑ top client base/experienced, ↑ choice of services, wide collaborations network (escape)	A lot of fun and diverse experiences	↑ Website, Transparency, collaborations, discount systems and memberships,	Recognised, website, good packages with discounts, top clients	Art based, recognised, sustainable
Weaknesses	No price transparency, no focus economic area (diverse clients so less customisation/USP), No USP within art-workshops (CorporArt focused area)	No professional upskilling, more relaxing focus	Nor art-based, no offline for soft-skills, future trainers focused	No focus on art	Not European

Additional Notes	Aligned with SDGs (sustainable agenda)	Web partners to be considered!	Alumni discounts, business club discounts, solidarity collaborations , networking services, conferences webinars	Packages to be considered	To be considered as competitor with very similar services
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### 3.4 Artists for CorporART

1. Ms Geraldine Sakuda

<https://www.linkedin.com/in/geraldine-sakuda/>

Producer, Ciclicus Espectacles, Barcelona & other profiles

She used to be a circus performer and has conducted a lot of corporate workshops in Peru.

0. Mr Karthik T. M.

<https://www.linkedin.com/in/teaemkay/>

Theatre-induced management trainer/actor/social worker; ex IT professional

0. Mr Pablo Bojko

<https://music.apple.com/ro/artist/pablo-bojko/1610324269>

Contemporary Musician, Russia

0. Mr Nicolas Paris

<https://laescuela.art/es/community/faculty/nicolas-paris>

Artist

0. Ms Han Tang

<https://www.linkedin.com/in/han-tang-4a1621b/>

Writer/Director/Producer/Teaching Artist

**The Ethos Sample Program Plan was created from ideas provided by the above artists.**

## **4. Marketing & Communication**

### **4.1 Marketing & Communication Strategy**

CorporART signature will be communicated by highly-trained marketing personnel to partners by softly educating them about the needs of ICT companies and how CorporART's solutions will benefit them. CorporART will promote stakeholders and in turn promote CorporART via indirect marketing. Art and artists trends in the country and the EU will be kept track of, mainly for future collaborations and solution design ideas.

Both company and its founders will showcase advocacy for art, technology and AI and generate content that reflect mutualism between the fields. Directors will attend tech events and constantly monitor trends in HR. This material can also be posted online on their respective pages. In general, they will be active participants in both art and corporate learning scenarios and will be ready to speak and conduct sessions. They will follow pages (companies and organisations etc.) that benefit CorporART.

All employees will post content (not mandatory) that indirectly benefits CorporART and helps in bringing up the brand.

Website content will also speak of prospective collaborations, ideas, initiatives and contact points for solutions. Other digital marketing initiatives would include: requesting email from website users who wish to read through free CorporART tips and solutions curated by our artists. Yet another feature would be AI-generated video material that plays on the users' phone when they use their device to move over images or logos, on brochures, forms or from any online still content. These videos could be informative, funny, interactive or edutaining.

B2B calls and email marketing will focus on the differentiation factor. Sales will include skilled negotiation to highlight CorporART signature, quality-driven services including CRM & customer journey.

## 4.2 Ansoff Matrix for CorporART Audience/Product Development

NEW AUDIENCES

### Increase similar audiences

*Same program, new people*

**Aim:** Attract new audiences for the first time

**Strategies:** Reviews & Testimonials on Social Media and Google; SEO content on website, follow Google trends and achieve value of 8+, Online ads (Linkedin, Youtube etc.), follow word-of-mouth approach, employee advocacy etc. Increase outreach to universities and other industries.

Here, no two programs will be the same for different groups.

**High Cost, Low Risk**

### Diversity Offer

*New program, new people*

**Aim:** New programs for completely new people

**Strategies:** B2B sales, digital marketing, regular social media posts; website updates; announcement of new artists collaborations and testimonials of previous successful programs, rent booths in events and attend events and conferences for networking; plus strategies from Box 1.

**High Cost, Med Risk**

EXISTING AUDIENCES

### Maximise current audiences

*Same people, same program*

This does not apply to CorporART unless the program is being delivered after a period of one or two years so this will not be part of our strategy.

However, if any company should ask for it, we're ready to offer it.

**No Cost, No Risk**

### Product development

*Same people, new program*

**Aim:** Extend other programs to existing clients

**Strategies:** Maintain CRM database and retain customers in terms of loyalty; offer bespoke packages, discounts and deals for 2 or more sessions a year; contribute in progressing brand awareness of customers during events, talks, interviews and other opportunities noting that every customer is a significant partner in raising the brand of CorporART; mentioning their brand on social media as well; inviting them to events along with other partners and provide platform for positive networking and collaborations

**High Cost, Low Risk**

### 4.3 Marketing Budget

	Totals		
	2024	2025	2026
<b>Traditional Marketing</b>	€	€	€
Expenditures			
VIP/Gen. meetings (Clients, Sponsors, Artists)	2280	3080	4080
Launch & After Launch campaigns & exhibitions	-	4173	6065
Events MKT (webinars, brochures)	3360	3575	3875
Printed (magazines & moving catalogue)	600	1200	2400
Reseller	1600	2000	2400
<b>Sub-total</b>	<b>7,840</b>	<b>14,028</b>	<b>18,820</b>
<b>Digital Marketing</b>			
Expenditures			
Social Media Ads (Carousel Ads)	2200	2800	4100
Website (SEO, design, e-catalogue)	5610	6610	7610
Promotional videos (freelancers, photo)	2000	2800	4500
Email Newsletter	1000	1500	3000
Crowdfunding platforms fees	350	350	350
<b>Sub-total</b>	<b>11,160</b>	<b>14,060</b>	<b>19,560</b>
<b>Total*</b>	<b>19,000</b>	<b>28,088</b>	<b>38,380</b>

\*Total for each year corresponds to the marketing expenses reflected in the Global Budget

#### 4.4 Digital Marketing - Distribution Strategy Sample

- Facebook: 5 posts per week, Wednesdays, 9:00 A.M. - 3:00 P.M. CET
- Twitter: 15 posts per week, Tuesday and Wednesday, weekly, 1:00 P.M. - 3:00 P.M.
- Instagram: 4 posts per week on Wednesday, Friday and Weekdays at 1:00 P.M. and 5:00 P.M
- Youtube: 2 posts per week, Monday and Saturday, 5:00 P.M. - 9:00 P.M.
- LinkedIn: 2 posts per week, Wednesday, 10:00 A.M. - 12:00 P.M.

### 5. Organisation

Our recruitment phase begins during the last quarter of 2023 right before operations of the lean phase begins.

**Attila says:** *For every 15 staff, one HR personnel is required.* Since Hridya holds a PG Diploma in HRM, she will be responsible for recruitment during the first few years along with Daria.

It is of utmost importance that our recruitment pages clearly specify requirements for each profile, along with benefits and prospects for growth. Artists, along with other hires, will be well-researched and recruitment will be held wisely. KPIs will include monthly targets and half-yearly appraisals. Training and Orientation is key for CorporART.

#### 5.1 Recruitment Requirements & Personnel Profiles

An **Administrative Officer** will be responsible for the overall internal communications and operations on an administrative level and will report to both directors as needed. This person will assist with HR tasks and drafting the internal communication plan and will supervise the website and other pages regularly. They will also be responsible for follow-ups with partner communication.

CorporART's **IT Personnel** is a significant hire since the company deals with ICT stakeholders and marketing strategies involve IT expertise. This person will also work closely with marketing to develop AI-generated carousel ads and other tools that help set CorporART apart from other learning solutions providers. It will be preferable to hire someone who's inclined to art and has an artistic background so they can facilitate a program in case of an emergency.

The **Finance Personnel** is expected to have enough knowledge and experience in Spain (preferably Madrid) with an inclination towards art and ICT, preferably. IT skills will be an advantage.



CorporART’s **Marketing Personnel** should have a market research mindset and must be knowledgeable and sufficiently experienced in both traditional and digital marketing. They should be ready for cold calls and rejections and should be adept at communication and negotiation skills. They should be interested in art and have the right vocabulary and language to market art, IT and training in accordance with CoporART values; or have a learning mindset for the same. This person should have a digital and tech savvy mindset and portray willingness to learn. Y2 will require one more personnel since our profitability factor mostly depends on our marketing strategies. They are also responsible for CRM along with the directors.

## 5.2 Human Resources List with Salary Breakdown

Department Personnel	Lean Phase (2024)			Launch Phase (2025)			Next Phase (2026)			
	Count	Salary /month		Count	Salary /month		Count	Salary /month		
<b>PERMANENT</b>	Managing Director	1	-		1	2,500		1	2,500	
	Creative Director	1	-		1	2,500		1	2,500	
	IT	1	2,000		1	2,000		1	2,000	
	Marketing	1	2,000		2	4,000		2	4,000	
	Admin	1	900		1	900		1	900	
	Finance	1	2,000		1	2,000		1	2,000	
	Artist Facilitator	-	-		1	1,200		1	1,200	
<b>ON CONTRACT</b>	Artist	<b>Count</b>	<b>Salary /hr</b>	<b>Hours</b>	<b>Count</b>	<b>Salary /hr</b>	<b>Hours</b>	<b>Count</b>	<b>Salary /hr</b>	<b>Hours</b>
		3	30	50	3	30	50	4	30	60
<b>ADVISORS</b>	Legal	Legal counsel will be sought on a contractual/hourly basis and is included in budget.								
	Financial	Ms Athulya Anooj is ACCA-certified and is assisting CorporART for free.								
	Business Scientist	Dr Atilla Yardimci is offering his services as Market Research & Financial Counsellor, for free.								

### 5.3 Artist/Facilitator Recruitment

Artists are looking for new platforms (technology; visual; digital; collaborative), new audiences and equal positioning in society (status and monetary value). CorporART speaks the language of art. Its holistic approach is characteristic of an outreach strategy to develop audience (in quality and quantity) for the arts and culture sector.

Although they need not be popular, artists on contract should be resonate with CorporART values and should preferably have mindset for training and learning aside from being comfortable with their medium. People skills and extrovert qualities would be apt; however, those with a genuine passion to be part of CorporART and its vision will also be considered. This opening is for domestic and international artists that come under the category of visual/performing/literary arts and is non-exhaustive. CorporART is constantly looking for innovative methods and the artist's touch is essential to the company's success. Every artist will be orientated towards the need for skills facilitation by ICT companies and will be trained using these documents (right):

Those who have a soft-skills certification will be a great asset and easier to hire. Their contractual hours will also include one or more mock in-house training and feedback. The contract with an Artist will have clauses like non-disclosure agreement and others to maintain confidentiality. Other terms and conditions, albeit flexible, will state situations and resolutions of attendance, sick leaves and emergencies. Every artist will also be responsible for online content where they offer one or more mini CorporART solutions for corporates to employ.

They will have growth opportunities and after one year of operations, CorporART will be interested in having one of them on its permanent payroll.





## 5.4 Skills Facilitator Contract

This Contract (hereinafter referred to as "Contract") is effective from [Date] (hereinafter referred to as the "Effective Date"),

By and Between,

[Skills Facilitator Name] (hereinafter referred to as the "Facilitator"), a citizen of [Country/State Name] with its address at [Skills Facilitator's Address]; and

[Company Name] (hereinafter referred to as the "Company"), an institution established at [Company's Address].

The Facilitator and the Company are collectively referred to as "Parties" and individually as "Party."

**WHEREAS**, the Company desires to employ the Facilitator for providing job skills at the Company and believes the Facilitator has the necessary qualifications and skills to perform its duties and responsibilities;

**AND WHEREAS**, the Facilitator accepts the offer of the Company under the terms and conditions of the Contract herein.

**NOW, THEREFORE**, in consideration of the terms and conditions set forth below and other good and valuable consideration, both the parties hereby agree to the below terms and conditions.

### 1. Terms and Conditions

The Facilitator shall start working from [Date] (hereinafter referred to as the "Commencement Date") as a part-time employee and shall continue for [number of years] years.

### 2. Duties and Responsibilities

- The Facilitator shall execute its duties and responsibilities in good faith and with due diligence. It shall perform its duties as per the Company's policies and the teacher's code of conduct.
- The Facilitator shall train the job skills to the best of its abilities and within the guidelines put forth by the Company.
- The Facilitator agrees to:
  - A. Hold the Confidential Information received from Company in strict confidence and shall exercise a reasonable degree of care to prevent disclosure to others;
  - B. Not disclose or divulge either directly or indirectly the Confidential Information to others unless first authorized to do so by Company.
  - C. Not reproduce the Confidential Information nor use this information commercially or for any purpose other than the performance of his/her duties for Company.

### 3. Work Schedule

The Facilitator provides its services from [Monday] to [Saturday], from [Start time] to [End time] or from [Start time] to [End time] .

### 4. Salary

The Facilitator shall receive a salary of €[30.00] per hour, to be paid on [Date] day of every month.

### 5. Benefits

The facilitator shall be entitled to all the benefits and incentives provided by the Company during the term of employment. The benefits are further described in Exhibit [List Exhibit Letter].

### 6. Holidays and Leave of Absence

The list of all holidays is attached to this Contract. The Facilitator shall also be notified of these holidays by the Company's Directors from time to time.

The Facilitator can take leave from the work only for serious and genuine reasons, and with the prior approval of the Company's Directors, unless the absence is immediate.

### 7. Materials

The Company shall provide all the art tools and other materials necessary to the Facilitator for providing teaching services.

### 8. Performance Evaluation

The Facilitator's performance shall be evaluated by Company's Creative Director, every [number] months.

### 8. Proprietary Rights

The facilitator understands that during its employment with the Company, it may be exposed to the Company's confidential information. The Facilitator agrees to hold all proprietary and confidential information in complete confidence during the term of this Contract and after the termination of this Contract.

### 9. Termination

Either party can terminate this Contract upon [number of days] days prior written notice to the other party, with or without cause.

**10. Miscellaneous**

- 1. Governing Law:** This Contract shall be governed following the laws of Spain
- 2. Assignment:** Neither party shall assign this Contract or the rights and obligations thereunder to any third party without the prior express written consent of the other Party which shall not be unreasonably withheld.
- 3. Non-Waiver:** Neither Party can waive any provision of this Contract, or any rights or obligations under this Contract, unless agreed to in writing by the Parties.
- 4. Separability Clause:** If any term, clause, or provision hereof is held invalid or unenforceable by a court of competent jurisdiction, all other terms will remain in full force and effect until the Contract termination.
- 5. Counterparts:** This Contract may be executed in multiple counterparts, each of which shall be deemed original and all of which together shall constitute as one and the same.
- 6. Entire Agreement:** The Parties acknowledge that this Contract sets forth and represents the entire Contract between both the Parties. If the Parties are willing to change/add/modify any terms, they shall be in writing and signed by both Parties.
- 7. Notice:** Any notice that is required by this Contract shall be in writing and shall be given to the appropriate party by personal delivery or certified mail, postage prepaid, or any such delivery service provided.
- 8. Force Majeure:** Neither of the Parties shall be liable for any failure in performance of any obligation under this Contract due to causes beyond that Party's reasonable control (including and not limited to any pandemic, fire, strike, act, or order of public authority) during the pendency of such event.

**Acceptance and Signature**

The Parties hereby agree that they have understood the terms and conditions of this Contract, and demonstrate their agreement to the same by signing below.

Signature:

Signature:

Name:

Name:

Date:

Date:

**5.5 Internal Communications Strategy**

This will be drawn up by Daria, Hridya and the administrative officer and is vital to the functioning of CorporART. As part of our humanistic values, we hold each employee in high regard. A feature on the online portal that can also be installed as an app on the smartphone will prove to be a platform for CorporART's internal communication. Group and private messaging will be enabled and is mainly used to get information and convey information. This enables transparency and diagonal communication between all personnel including the directors.

CorporART advocates autonomy and for the same purpose there will be a well-defined project management tool that has to be updated regularly.

## 6. Finance Plan

### 6.1 Finance Goals

High Profitability	- Demand is high; need and opportunity well-researched
High Efficiency & Stability	- CAME analysis; risk mitigation; market research & analysis; & marketing covers all ground
High Liquidity	- All transactions are in cash or credit

### 6.2 Legal Costs Breakdown

Legal	2024	2025	2026
	<b>In Euros</b>		
Capital	3,000	-	-
Fees, License, Registration	1,780	1,000	1,000
Director's Social Security Contribution	60 x 12 = 720	368 x 12 = 4,416	368 x 12 = 4,416
30% of Employee salary	26,190	55,710	57,870
<b>Total (Reflected in Global Budget)</b>	<b>31,690</b>	<b>61,126</b>	<b>63,286</b>

### 6.3 Finance & Fundraising Strategy

- Research fundraising tactics - talk to enough people / start-ups; practise pitches; find out what each is looking for and involve marketing & HR/admin in initial stages
- Have budget and income statements be sent in bi-weekly and then monthly with realistic contingency. The managing Director reviews the budget and income statements bi-weekly (first three months) and then monthly, maintaining realistic contingency amounts.
- CorporART budget and finance plan has been created with the assistance of Prof Sandy Fitzgerald, Prof Alfonso Gironza, Athulya Anooj and Anooj Balakrishnan (personal finance advisor) and reinforced with advice and suggestions from Dr Atilla Yardimci and Dr Diane Dodd.
- Our proactive finance personnel will periodically create reports and projection charts to be reviewed by the directors.

## 6.4 Costs Explained

Although prices are marginally higher than the market price, our differentiation factors will include: pedagogy + CRM goals + skills that positively spread over different fields + artists' style + creative spaces = \$\$\$

Market research is vital to CoporART for constant adaptation, customisation & artists' scouting; not to forget to be above par. CoporART needs to know what art to capitalise on and what are the upcoming trends in talent skills. Companies need to be identified first as conventional or modern in order to employ the right strategies to approach them. Additionally, research will give us know-how on number of employees and branches/franchises outside Madrid to help CoporART grow into an international brand.

ICT companies "NEED" their employees to be focussed and healthy and in turn productive so they keep churning out innovative solutions for the world's technological/AI needs.

To touch base with 300 companies, make a sale of 10 to 15 sessions, maintain CRM and obtain 80% retention and CSAT, Year 1 of operations will be a combined effort and hence every employee will be compensated reasonably. With projections for profit and stability, the company will maintain KPI's for every department and employee. Marketing and IT take the lead when it comes to effective branding and promotion for visibility. CoporART's internal network is as strong as its external alliances.

Artists who are usually not on any payroll, paid well or recognised for their creative skills will be made heroes by CoporART. This start-up proves to show that art and artists play a crucial role in uplifting the happiness, cultural, intelligence, and adversity quotients (universal terms of measurement) of employees working in corporations.

## 6.5 Fundraising List

Aside from a love fund of 20,000 and acquiring 6% of the expenses from crowdfunding, and 3% from other sources, 10% is injected from interested investors. Some of them have been outlined in the table below. There are many websites where investors register to invest as capital for interesting projects. In its R&D Phase, CoporART will be targeting investors and funders from various fields (IT-related and arts-related). Some of the names are given below. Even though this is from earlier research, most of them are still applicable and are worth trying.

	Name	Features	Applicable for CorporART	Website	Contact Details
FOUNDATIONS	Fundación Banco Santander	Projects that cover: culture, environment and research and social action. Colaboration with MACBA	They develop projects specifically related to art, literature, music and history.	<a href="https://www.fundacionbancosantander.com/es/inicio">https://www.fundacionbancosantander.com/es/inicio</a>	Madrid (España) Tel. +34917815158 fundacionbs@gruposantander.com
	Fundación la Caixa	The Art for Change call (example): not exceeding €25,000 gross		<a href="https://fundacionlacaixa.org/es/home">https://fundacionlacaixa.org/es/home</a>	Barcelona., Tel: +34934768600, Email: seducatiu.caixaforum@fundacio lacaixa.es
	BBVA Foundation's	The BBVA Foundation Frontiers of Knowledge Awards consist of 400,000 euros.	Funds research projects in these areas; facilitates advanced, specialist training through grants, courses, seminars and workshops.	<a href="http://www.bbva.com">www.bbva.com</a>	Madrid +34 91 374 54 00
	Fundación Tomillo	Helping young entrepreneurs	Corporart is created by young entrepreneur	<a href="https://tomillo.org/que-hacemos/emprendimiento/">https://tomillo.org/que-hacemos/emprendimiento/</a>	
	FIDEM, Fundación Internacional de la Mujer Emprendedora	Helping women entrepreneurs	Corporart is formed by female entrepreneur	<a href="https://www.fidem.info/es/">https://www.fidem.info/es/</a>	Madrid, +34 914013129

<b>SPONSORS</b>	Codorníu	Committed to culture, art and heritage.	Codorníu wants to evoke the golden age of poster art, mobilise artists to represent contemporary forms of hedonism and create another cultural milestone. This can be included in art-based workshops.	<a href="https://www.codorniu.com">https://www.codorniu.com</a>	Barcelona Tel: 93 505 15 51
	Nescafé/Nestlé	Support events or projects within the purpose: 'Unlocking the power of food to enhance quality of life for everyone...'	Nestlé YOUTH initiative to support young people in their professional lives, promoting entrepreneurship. Corporart, formed by young enterpreneurs, provides soft-skills important for every young enterpreneur.	<a href="https://www.nescafe.com/es/">https://www.nescafe.com/es/</a> . <a href="http://www.nestle.es">www.nestle.es</a>	Edificio Nestlé 08950 Esplugues de Llobregat (Barcelona) Teléfono: +34 93 480 51 00 <a href="http://www.nestle.es">www.nestle.es</a>
	i3-Technologies	Improve the way people work and learn together.	For Business and Education. They will provide touchscreens and devices	<a href="https://www.i3-technologies.com">https://www.i3-technologies.com</a>	i3-Technologies HQ Kleine Schaluinweg 7 3290 Diest Belgium, Tel: +32 056 31 34 15, Email: <a href="mailto:info@i3-technologies.com">info@i3-technologies.com</a>



BUSINESS ANGELS	-	Ministry of industry, commerce and tourism provides a map of Business Angels networks		<a href="http://www.ipyme.org/es-ES/Financiacion/RedesBusinessAngels/Paginas/MapaRedesBA.aspx">http://www.ipyme.org/es-ES/Financiacion/RedesBusinessAngels/Paginas/MapaRedesBA.aspx</a>	
	Carlos Blanco	He specializes in multimedia, telecommunications.	We need his support to develop our Spaces for better provision of online workshops and communication	<a href="https://carlosblanco.com/en/contact-me/">https://carlosblanco.com/en/contact-me/</a>	carlos@carlosblanco.com. 1 Pau Vila square, 08003 Barcelona.
	Carina Szplika			-	carina@kfund.vc cszpilka@gmail.com +34 629 36 42 86
INVESTORS	Banco Sabadell Ventures	Main purpose is to provide support to startups throughout their first phases (seed, series A). Investments range from: € 200,000 to € 2,000,000			
	Caixa Capital Risc	Three specialised teams in the areas of Information Technology, Life Sciences. "We typically invest in companies that work with innovative therapies, and Industrial technologies".		<a href="https://www.caixacapitalrisc.es/es/">https://www.caixacapitalrisc.es/es/</a>	934 09 40 60, Avinguda Diagonal, 621, 629, 08028 Barcelona
	The venture city:	Pre-seed/Seed. Nuestro ticket: \$100-500k. They have an online application.		<a href="https://es.theventure.city/how-we-invest">https://es.theventure.city/how-we-invest</a> .	
	JME Ventures	Focus: Investing mostly in Spain, sector agnostic, looking for scalable ideas that can grow internationally (writing cheques of €500k-€2m).		<a href="https://www.jme.vc/portfolio">https://www.jme.vc/portfolio</a> .	Velazques 140 28006 Madrid backme@jme.vc
	K Fund	Focus: Spain, southern Europe and Latin America. Pre-seed, seed and Series A-B (writing cheques of €100k-10m). Example Projects: Sexual wellbeing app for women Ferly		<a href="https://www.kfund.vc/contact">https://www.kfund.vc/contact</a>	Calle de Juan Bravo, 10, 28006 Madrid, + 38 044 364 38 28 contact@kfund.ua

PUBLIC FUNDS	Accio, Generalitat de Catalunya	Startup Capital is a direct grant of up to €100,000.	We will provide workshops in Barcelona, developing this art and IT market	<a href="https://www.accio.gencat.cat/ca/serveis/innovacio/startups-i-innovacio-disruptiva/">https://www.accio.gencat.cat/ca/serveis/innovacio/startups-i-innovacio-disruptiva/</a>	Passeig de Gràcia, 129 08008 Barcelona Tel: 934 767 200, Fax 934 767 300
	ENISA - Young Entrepreneurs Programme	Financing aimed start-ups, for entrepreneurs under 40 years of age Amount between €25,000 and €75,000.		<a href="https://www.enisa.es/es/financia-tu-empresa/lineas-de-financiacion/d/innovaciones-emprendedores">https://www.enisa.es/es/financia-tu-empresa/lineas-de-financiacion/d/innovaciones-emprendedores</a>	Edificio Pegaso, Calle de José Abascal, 4, 28003 Madrid, 915 70 82 00
	ENISA - Entrepreneurs Programme	Amount between 25.000 and 300.000€.		<a href="https://www.enisa.es/es/financia-tu-empresa/lineas-de-financiacion/d/emprendedores">https://www.enisa.es/es/financia-tu-empresa/lineas-de-financiacion/d/emprendedores</a>	Edificio Pegaso, Calle de José Abascal, 4, 28003 Madrid, 915 70 82 00
	Everis Foundation Entrepreneur Award	This prize is endowed with 60,000 euros, plus 10,000 euros for support and advice		<a href="https://www.fecyt.es/es/info/fundacion-everis">https://www.fecyt.es/es/info/fundacion-everis</a>	C/ Pintor Murillo, 15 28100 Alcobendas (Madrid) Teléfono: 00 34 91 425 09 09 E-Mail: comunicacion@fecyt.es
	Entrepreneur XXI Award	This award -organised annually. Both the economic endowment (between 5,000 and 20,000 euros)		<a href="https://www.emprendedorxxi.es/es/premios">https://www.emprendedorxxi.es/es/premios</a>	34 934 097 479
	US Embassy in Spain	Award Floor: \$18,000 USD Award Ceiling: \$90,000 USD		<a href="https://es.usembassy.gov/academy-for-women-entrepreneurs-spain-2023/">https://es.usembassy.gov/academy-for-women-entrepreneurs-spain-2023/</a>	SpainPDGrants@state.gov
	The Community of Madrid/Madrid Emprrende	Aid for self-employed workers, entrepreneurs and social economy organisations. a maximum of 2,500 euros per company.		<a href="https://www.comunidad.madrid/servicios/empleo/ayudas-personas-trabajadoras-autonomas-emprendedoras-entidades-economia-social">https://www.comunidad.madrid/servicios/empleo/ayudas-personas-trabajadoras-autonomas-emprendedoras-entidades-economia-social</a> , <a href="https://www.madridemprende.es/en/ayudas-y-subsidios/">https://www.madridemprende.es/en/ayudas-y-subsidios/</a>	emprendedores@madrid.org, economia.social@madrid.org

## 7. Risk Management

A contingency amount of 5% of expenses is included in the budget for unforeseen scenarios; a reserve of 5% starting Y3 is also included.

Apart from the 10 major risk possibilities mentioned in the main proposal, the following are a few others:

### **Operational Risks (People/Process/Systems Risks)**

- Bad team and bad soft-skills trainers that can create a bad reputation (lose the trust)
- Unexpected layoffs of trained trainers (our unique specialists) or people becoming ill or injured
- Website and technological issues (cybersecurity attacks, website crash)
- Bad management and project control

#### **Mitigation**

- Detailed selection and preparation of specialists for soft-skills training
- Conduct re-trainings of specialists
- Establish a timetable that allows trainers to substitute for each other when necessary
- Setting collaborations that will help us find good professionals (Imagine Cafe, Caixa Foundation, Museums, Art Galleries etc.)

### **Market Risks**

- Competitive risk (innovate programmes can be), mergers and acquisitions- when our programmes are proven to be successful, our competitors will soon be adopting some of our services for their own workshops
- Reputational risk related to poor company performance

#### **Mitigation**

- Constant innovation and creation of new services/programmes
- New and sustainable collaborations

### **Cost Risks**

- Underestimating the amount of work/money needed for a project that can lead to an extended schedule and additional costs
- Consequently, the difficulty to find new funders as our project should expand (costs might increase during a project lifecycle implying need for new materials for office/ artists)
- No partners or funds, low interest of stakeholders

#### **Mitigation**

- Lay-offs (less salary costs)
- Expand income sources, apply for arts and culture grants, find partners and funding
- Minimize costs during the first year of work

### **Schedule Risks**

- The interval between receiving an assignment, drawing up a quality programme and delivering services could be minimal or overlap
- Failure of the team to complete their assignments on time
- Lack of timely review, reporting and poor internal and external communication

#### **Mitigation**

- Incorporate an interface management strategy that will facilitate communication and ensure clarity of expectations
- Plan a regular schedule and review session
- After testing programmes, analyse the time taken to design and run the programmes for each of the companies (taking into account the specifics of the programmes and the needs of the clients); this data should be supplemented by additional time in the event of unexpected situations where the work cannot be completed by the deadline
- High communication and creation of group responsibility of the team (awareness of their own and others' tasks and deadlines) will allow substituting/assisting each other in case of need

### Other Risks

- **External hazard risks in Spain** - Pandemics, terrorism, natural disasters (flooding and forest fires) are beyond our control, so it is impossible to have insurances and plan our emergency response
- **External cost risks (business sector and economic instabilities)** - are less critical for us, as ICT, IT, Cybersecurity and High Tech industries (our key clients) are proven to be recession-proof jobs regardless of the economy's health

At the same time, our programmes generate recession-proof soft-skills: communication, emotional intelligence, leadership or problem-solving. Thus, our programmes will be relevant in the future (a stable demand)

## 8. CorporART Advisory Board

### 8.1 Interview with Dr Atilla Yardimci, *Market Scientist, Data Driven Strategy & Marketing, Barcelona*

#### Market Research Advice

Market Research for CorporART is important mainly because it's a B2B solutions provider; and costs can vary depending on the variables. There are two options:

#### Option 1: Syndicated Research

Research pools from more than 100 corporate level companies per quarter are considered. Market research companies organise these pools into different categories, and in this case, the "education needs" category is looked into. This collective research budget is shared among various companies.

Option 2: Deep Dive Analysis is the way to go for CorporART in which around 30 companies are considered and 50 to 60 personnel at the managerial/directorial level will be interviewed. To keep costs to a minimum, the co-founders will work on the questionnaire and the report analysis themselves, bringing the market research cost down to Euros 15,000 (30% to 50% of the actual cost)

Offer and presentation of requirement takes about two weeks. Questions can be prepared then. Once contract is signed and advance payment made, data collection takes about 4 to 6 weeks. The remainder of the fees can be paid once results are obtained. So total time from initiation to analysis takes about 2 months give or take. Market Research is usually undertaken once. However, depending on the need and opportunity, content can be changed to research further to analysis positive or negative market impact on the company.

### **Marketing Strategy Advice**

The optimal approach would be:

1. B2B
2. Reseller Partners
3. Digital Marketing

It will help if CorporART's marketing personnel has a market research mindset. Since B2B is tricky, the personnel can also have them answer some quick questions for PR purpose (helps with market research as well). It is important to maintain a huge database. The personnel should be comfortable with both traditional and digital marketing approaches.

### **Financial Advice**

Crowdfunding is equally applicable to for-profit projects and CorporART can easily get around Euro 15,000 to 20,000.

- 10% of expenses can be acquired from investors; more can be injected once CorporART prepares a 2nd invoice for the same company (after 12 to 18 months of operations)
- CRM- Maintain a retention rate of 80%
- These 18 months will be the lean period - a period of learning.
- Touch 200 companies to makes sales for 10 - 15 companies; retain and extend target to 3 or 4 times for Y2 and 5 times+ for Y3

### **Other Advice**

For every 15 employees, you can have one HR personnel. Otherwise go with part-time consultant. CorporART will benefit from Hridya's HR training with the added services of part-time legal counsellor (added in budget).

It is important for CorporART to have an IT guy since website, digital marketing and communication & technical knowledge are all vital to CorporART.

Client meetings usually always take place at the clients' offices.

## 8.2. Other CorporART Advisors/Support Members

Each person shown below has played an integral role in bringing CorporART to life (listed in random order). The interviews were conducted in person, via call, via video or over WhatsApp messaging/voicenote facility. The following are mostly those not mentioned in the proposal and are acknowledged via mentions here.

- **Dr Antonia M Perello Ferrer**, *Curator and Head of Collection, MACBA*

CorporART is a very exciting, relevant and forward-looking project. Within this project, I would name a number of contemporary, young and innovative artists who would be a match for this avant-garde approach: Pedro Torres, Joan Morey, Laia Estruch, or Lua Coderch.

- **Patricia Sorroche Quesada**, *Management & Assistant Curator, MACBA*

It is an opportunity to use another vocabulary and a method to explain art better. The problem with artists: the lack of funding that exists, both public and private. Everything that helps the artistic sector always points to massive funding. The CorporART project is very interesting: it is to bring two separate worlds together and to find a common space. Here the gain is double - on the part of the company and the artists...

- **Krisztian Cvitko**, *Head of Marketing, Mai Dubai, U.A.E.*

The best training is the one you'll remember for the rest of your life. So, focus on working on your program(s) over and over again until you arrive at your USP - that's what will drive CorprART to success.

- **Han Tang**, *Writer/Director/Producer/Teaching Artist, Barcelona*

I'm glad my experience further inspired you to conceptualise CorporART. One might assume the introverts in the corner seats will hesitate to participate. But you'll see how genuinely enthusiastic they actually are to be a part of something new and different along with the others. And some might even surprise their teammates with their latent creativity and leadership skills!

- **Suraj Mathew**, *Recruitment partner, Enterprise Recruitment, NewZealand; Freelance Business consultant for India & Middle-East*

Employees are bored of the usual orientation programs and predictable training sessions. With an artistic twist, you're raising their inquisitiveness, enabling them to explore something very different and unique. With your confidence, experience and knowledge CorporART is what corporations would pay for!!!

- **Nikil Sreenivas**, *Director, Asia-Pacific Operations, Credit Agricole Bank, Paris*

After a few good laughs and reasonably self-doubting moments, what we came up with blew our minds! In the end, managers of different departments of a french bank had put together a Carl Orff's O Fortuna, albeit a watered down version, but with acute team-work! Madrid's managers will be in good hands with CorporART Studios.

- **Ashwin Sidharthan**, *IT Architect, Switzerland; CorporART's IT Advisor*

We haven't had a team-building exercise ever and we're desperate for one. Sounds like our company could use CorporART's services!

- **Xavi (Pagoo)**, *Design, Branding & Creative Strategies for The Arts & Culture, Barcelona*

I've come across a lot of team building exercises for corporates but none employing art. So I see an opportunity for CorporART. Remember, it's difficult for ICT companies to wrap their head around art and its elements, so if you make the connection with new media art and show some data, you have yourself a sale.

- **Alfonso Gironza**, *Strategy & Business Development Consultant, Barcelona*

With research and development on AI, booming, CorporART's learning programs are an investor's interest. Finetune the jagged edges, work on your USP and it's definitely a sale!

- **Ines Martinez**, *Writer/Journalist/Sociologist & Communication Expert, Barcelona*

I very much love your project. CorporART will be a novel concept for artists as much as it is for techies. You have a good communication plan, as well. I wish you all the best.

- **AnitaLuscher**, *Marketing & business development, eMascaro, Barcelona*

Since you're using creative spaces, try and look out for private and independent ones like Sala Beckett or others. State-run ones will involve a lot of formalities and might be difficult in the initial stages.

- **Esther Belvis Pons**, *Co-founder, The Social Vim Collective*

If you can add some virtual/ digital feature to your learning program it will work better. IT professionals can be a little skeptical to an art-based approach so prior to a session, you can invite them to send in some response to an interactive video on your portal.

- **Chiara Ciminelli**, *IT Manager, Switzerland*

Employees need things engaging when attending training sessions and art is definitely an interesting medium. Also, companies don't look for certification. They're interested in the results and how effective your sessions have been with other companies.

- **Rashida Rahim**, *People Development Manager, Switzerland*

Very traditional companies (big ones too) invest time and effort on traditional individual upskilling methodologies and that too, online and not real-time. My human resources need the CorporART's face-to-face group sessions in creative environments. Some day, perhaps.

- **K. M. K. Lahir**, *Director, Britfort International, India* (assisted with market research approaches and feasibility study)

I'm in full support of your project. Make sure you do enough research of the market, understand competition, provide space for sustenance and define a well-structured budget that's realistic and I may even invest in your venture.

- **Alex Iglesias**, *NewDeco Interiorisme, Barcelona* (assisted in getting employee contacts and artists)

When CorporART has its own creative space, which I know it will, I'll be there to design your spaces.

- **Athulya Anooj**, *Senior Auditor, KPMG Resource Centre Pvt. Ltd., India* (CorporART Finance Advisor)
- **Christoph Pasour**, *Director, University Master's Degree in Cultural Management, UIC, Barcelona*
- **Sandy Fitzgerald**, *Co-Director, Oliverate Cultural Agency, Ireland*
- **Dr Diane Dodd**, *President, IGCAT, Barcelona* (CorporART Studios Project mentor and tutor, UIC)



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