

# Escola Universitària Politécnica de Mataró

Centre adscrit a:



UNIVERSITAT POLITÈCNICA  
DE CATALUNYA

Graduat en Mitjans Audiovisuals

## PROJECTE DELOREAN

Project Report

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SPRING 2014

PRIFYSGOL  
**glyndŵr**  
UNIVERSITY



TecnoCampus  
Mataró-Maresme



## **Thanks**

Al Marc, Pau, Genis, Sandra, Joana i Thaïs per haver col·laborat aquell matí.

A tots els que han donat la seva opinió del projecte.

Al Marius per ajudar-me a treure les castanyes del foc.

A l'Álex que va ser la primera persona a qui li vaig explicar el projecte i també la persona que l'ha entès com cap altre.

A l'Aula 103.

A tot el professorat i gent del Tecnocampus que m'ha atès.

A Escándalo Films.

A la Laura que sempre m'ha obligat a continuar.

Al Ramón que ha volgut acabar amb aquest patiment.

Al meu germà, per continuar sent EL REFERENT.

## Summary

The purpose of my project is to draw up a Business Plan to set up an audiovisual production company in partnership with my University Tecnocampus Mataró-Maresme. A production company which is intended for the formation of new professionals as well as the continued development of quality audiovisual projects.

I want to make a feasibility project to show that this production company can be created and be a useful element for my University, particularly for students.

El propósito de mi proyecto es trazar un Plan de Empresa para la creación de una productora audiovisual asociada a mi Universidad, Tecnocampus Mataró-Maresme. Una compañía productora destinada a la formación de nuevos profesionales, así como al desarrollo de proyectos audiovisuales de calidad.

El objetivo es realizar un proyecto de viabilidad para demostrar que esta productora puede ser creada y ser un elemento útil para mi Universidad, especialmente para los estudiantes.

El propòsit del meu projecte és traçar un camí en forma de Pla de Empresa per la creació d'una productora audiovisual associada a la meva Univesitat, Tecnocampus Mataró-Maresme.

Una companyia productora destinada a la formació de nous professionals, així com al desenvolupament de projectes audiovisuals de qualitat.

L'objectiu és realitzar un projecte de viabilitat per demostrar que aquesta productora pot ser creada y esdevenir un element útil per la meva Universitat, especialment per als estudiant

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## Glossary Terms

TCM	Tecnocampus Mataró-Maresme
EUPMt	Escola Universitaria Politècnica Mataró (Polytechnic University School of Mataró)
GMA	Grau Mitjans Audiovisuals (Media Degree)
TFG	Treball Final de Grau (Final Project)
ESCAC	Escola Superior de Cinema i Audiovisuals de Catalunya (University of Cinema and Media of Catalonia)
UPF	Universitat Pompeu Fabra (Pompeu Fabra University)
PFC	Projecte Final de Carrera (Final Project)
TIC	Tecnologies de la Informació i Comunicació (Information and Communications Technology)
PIMES	Petites i Mitjanes Empreses (SMEs, Small and Medium Enterprises)
RSC	Responsabilidad Social Corporativa (Corporate Social Responsibility)
MK	Marketing
SRL	Sociedad Responsabilidad Limitada (Limited Liability Company)
P&L	Profit&Loss

# **1. Objectives**

## **1.1. Purpose**

My purpose is to create a viability project of a Production Company in partnership with TCM.

## **1.2.Aim**

The aim is to make this project viable, find out the needs of students and the University, and to meet those needs to help improve the formation of Degree.

## **1.3.Object**

My project will be a report with complete information about the idea-model to follow. Including in it a market solution to be viable.

## **1.4.Scope**

The project is only a feasibility project, and without saying that the TCM is not obliged to carry it out. In the case that TCM will be interested in creating a Production Company with similar goals, the University does not have to follow this business model.2. Idea

## **2.Idea**

### **2.1. Background**

After almost finishing my studies in GMA at the EUPMt of TecnoCampus Mataró,

I feel, as do many others on my course, that during four years of studying, we have not really delved deep enough into any one particular subject. We have covered many subjects on a superficial level.

I have the sensation that I have not used my time. One of the reasons is due to the level of learning required in order to pass each subject and go on to the next course. This level is not particularly high and with a minimum effort can pass easily. This makes the students adopt a relaxed attitude towards their studies.

Another problem I have encountered is the short time dedicated to practice with audiovisual materials. The vast majority of students of audiovisuals in Catalonia feel this problem and I suppose in Spain. I have no baseline data to prove it, but in the specific case of my University, if you add up all the hours of practical classes in relation to the total hours given a score of 4,66 hours of practice classes a week for 22,66 hours of all classes a week.

As a student it is a general feeling that we have. It is not a concrete problem of my degree, but it is still a problem.

There are many factors that have contributed to this negative sensation at the end of my studies, they are not really important to talk about them right now.

In the last years I have worked in some audiovisual projects. All of them related to the production area. I started as a Production Auxiliary, Runner, Production Assistant and the last two years I have worked as Production Director for different production companies. Among others I worked on the short film “La Fábula del Dibujante” with La Fábrica Naranja, a music video “Un Hombre Bueno” for Depedro or a beneficial video for the Hospital Sant Joan de Déu with singer Macaco. My years of experience in an audiovisual workplace have made me aware of the huge difference between a professional level and people who have just

completed their degree.

When, for example, I need assistants for a filming, I cannot really rely on my classmates, given that none of them have been in a professional filming. The filming done during the degree is a world away from what it seems.

In simple terms, students do not know how to do a professional job.

Throughout my final project I want to help remedy this. Many ways exist to do it, but I have an idea. I think that my University (TCM) should start betting to create a Production Company in partnership with it. This production company could allow students to advance further, to be more motivated to learn, to have more projection and clearer ideas of what they like, to have their first opportunities to join actual workplace projects.

It would also allow TCM to develop their students better, to increase the level of learning not only for those coming into the Company, but also others who have tried it.

This Company also definitely can help to improve the corporate image and reputation of the University.

## **2.2. Objective & Goals**

### **2.2.1. Objective**

The basic objective of this project is to create a Production Company in partnership with the University (TCM), in the best way for both the TCM and their students.

Throughout this company, students could complete our GMA degree with greater knowledge and preparation in order to be valid within the audiovisual world.

Getting through this company, TCM may have a differential point compared to other universities that offers Audiovisual Communication Degrees.

As we can see, this production company does not have the same business objectives that a normal company may have, like make huge profits.

The purpose and idea of this project is focused on doing the best for the student's formation. And also made the best way for TCM benefited out too.

### **2.2.2. Reasoning**

I think that this is an opportunity for me to do a different final project, compared to other student's projects made to have more audiovisual experience, providing something different.

The final Project is more than an audiovisual clip. I think it has to be something that provides more on a personal level as well as to society as a whole.

In my work as Production Manager in different companies like La Fábrica Naranja, Zoopa, Boogaloo Films, I have done music clips week after week, short films, viral videos for advertising and I wanted to do something different and that provides a new challenge for me.

As student, I know there is a demand for more knowledge by students in TCM. My University is beginning to grow and the creation of a production company it is a good way to achieve a higher level and reputation. A good opportunity to grow personally and professionally.

### 2.2.3. Goals

- ⤴ To make a viability project to set up a Production Company in partnership with TCM
- ⤴ To get a distinctive style of a Production Company based on the formation of their internals
- ⤴ To Investigate and achieve the goals of the University
- ⤴ To Investigate and achieve the goals of the students
- ⤴ To achieve my own personal goals. like improve my knowledge of how to set up a Production Company.

## 2.3. Project Phases

Work based on a business idea that could turn into a business plan, I think is necessary defining three different phases.

Firstly, it is necessary to look for information in order to be sure that my idea of a Production Company in partnership with TCM could work well as a business. Then, it is necessary to look for the best way to bring it into focus, consulting information from the experts, official documentation, market studies and references.

There are endless possibilities to look for information and really familiarise oneself with an idea in order to complete a good project. The more information we have before writing a business plan, the more concepts and opinions we will have. Therefore, allowing me to produce a final project, which is richer in content and also like a justifying why I chose to do things the way we did. Then, I will be able to make the right decision in the development of the project.

The second phase is called of the action phase, as German Rivera says in the fourth phase of her study<sup>1</sup>. This phase is about putting into practice what was learnt during the first phase. It is

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1. <http://www.empresasydinero.com/las-4-fases-para-desarrollar-un-excelente-plan-de->

important to define what needs to be dealt with, in order not to leave anything in the air, because at this point everything has to be clearly defined.

Finally, there is a third phase. I will do the conclusions having a global vision of everything. The conclusions are given, lessons learnt, things thoroughly worked out. You have to be honest and show where you could have worked better without delving too deep into anything or wasting time. The work stands up by itself. If it is necessary, a public presentation is made to explain the components. This phase is a summary of everything that has been previously learnt and achieved.

I can differentiate these three phases and explain a little bit about how each one are in my project.

In the *Table 1* we can see the different project phases, a summary of the most important tasks and the period when are developed.



<b>Phase</b>	<b>Tasks</b>	<b>Period</b>
<u>Research Stage</u> : Information search stage for the later execution of the work. I conduct a series of interviews with people who can somehow help the project. I look for for bibliography, like how set up a company. Finally, I make an analysis based on the proceeds.	Research on creating a Company. Research in other PC in Universities Select Team for Project	October 2012 to January 2014
<u>Action Stage</u> : Realization of content. Preparation of all sections of BP, including all activities arising from Marketing Plan, Financial Study, Juridical or Legal Proceedings and Creative Processes.	Begin Legal processes Make creative process Implement a Mk Plan Research for company subsistence Perform promotional items	January 2014 to April 2014
<u>Conclusion Stage</u> : Representation of projects and summary presentation. Business Plan presentation. Presentation and defense of the project to tribunal.	Multimedia Product Development Multimedia Busines Plan delivery Presentation and defense work	April 2014 to September 2014

**Table 1 Project Phases3. Phase 1: Research Process**



## **3.Phase 1: Research Process**

### **3.1. The Entrepreneur Process**

In this section I try to define what it means to be an entrepreneur, describing the features that a person should have to define them as an entrepreneur. It is important for me to know how I can improve my skills to undertake this project and see if I am doing the right steps. I need to know if it can consider my project as an entrepreneur project.

In summary, I need to know what an entrepreneurial process means, what an entrepreneur person is and who an intrapreneur is.

The entrepreneurial process is linked to entrepreneurship and entrepreneurial culture<sup>i</sup>. The entrepreneurship is the action performed within a company to try anticipating the imperfections of markets and influencing the innovativeness of this market. Entrepreneurship encompasses creation, take risks, innovation and renewal within or outside an existing organization.

Entrepreneurship highlights the exploitation of business opportunities specific to management, exploration, research and innovation. Entrepreneurship is the integration of a whole series of cultural values of behavior.

Throughout history, entrepreneurship has been used by different societies in different times to resolve dilemmas, to leave old traditions, stable and heritable, as well as institutions and to introduce new and innovative forms of behavior. That is why we want to consider it as a tool to change the culture in an era and we see that the greatest revolution of the twentieth century has been the transformation of our company employees in a new company called entrepreneurs<sup>ii</sup>.

Entrepreneurship is the result of three dimensions which always work together: the correct environment conditions, government programs and a well-designed positive cultural attitude<sup>iii</sup>. This explains that entrepreneurship is defined in various ways. The business

process surrounding the identification and evaluation of opportunities, the decision to operate or sell the same, efforts to obtain resources and strategy development and organization of new business project<sup>iv</sup>. Thus, entrepreneurship can be conceptualized as the discovery of opportunities and the subsequent creation of new economic activity, often through the creation of a new organization<sup>v</sup>.

Another important concept that also encompasses the term entrepreneurship is the intrapreneurship. The intrapreneurship refers to entrepreneurship within large organizations, which makes for internal business initiatives and projects. The entrepreneur who is inside the company plays an important role, and is who can really make that an idea is developed commercially, because many companies manage to create ideas, but do not carry them out<sup>vi</sup>. The also called intrapreneurship has their business vision, their commitment, their effort and their research on behalf of the company, and thus shows that form a cornerstone for the company to grow<sup>vii</sup>.

The intrapreneurship is a type of entrepreneurship that occurs within the organization that may impact on the external environment, creating new products and services, and internally from innovation<sup>viii</sup>.

### **3.2. The Entrepreneurial University**

It is also essential to know what Entrepreneurial University means for the development of my business project at TCM. I need to know if we can define my University as this. TCM promotes these which values within their studies plan, for example doing courses on entrepreneurship to promote the relationship between the University itself and the local companies, and carry on until the incubation center for innovation and development projects called CUB. Set to accept the work on innovation, it must be a little more proactive and at the same time carry these visions in the project and not just for creation of

new business models.

I define what Entrepreneurial Process means and what Entrepreneurial University means.

In developing the entrepreneurial process, the entrepreneurial university becomes a central agent as a generator of knowledge of value to the market directly or indirectly. The following points are some of the main conclusions of University Entrepreneurs Conference: *New Models* promoted by the Spanish Presidency of the European Union in 2010. In the conference they talked about research evaluation, role of science and tech parks, and responsibility of the entrepreneurship, among others.

When they talked about research evaluation, they summarized in:

- The existence of a substrate to facilitate the approach of science to the market (business culture)
- Need to combine public and private resources
- Importance of creativity (good ideas) and the ability to develop business opportunities

Regarding the role of science and technology parks:

- Areas generating synergies that facilitate science-industry cooperation key to stimulating innovative activity
- Creators of innovative environments protagonists of social and economic development processes territories
- Enabling environment for the development of models of entrepreneurial university

About Entrepreneurship responsibility:

- Importance of university-industry collaboration
- DNA entrepreneur
- Highlighting the role of women in the entrepreneurial process in college

- Editing the diagnosis like the lack of the entrepreneurial spirit. It is necessary to take action from the university
- Importance of employability of graduates as an idea for college evolution

### **3.3. Research Needs: Idea or reality?**

As I said previously, there are needs: those of the students and those of the university. Improve the educational performance of graduates is one of the needs, and the TCM corporative image is another one.

It is fundamental to know if there is really a need for change, modification or evolution of how TCM students are taught. Or, is it simply my own personal opinion.

Therefore it is important to know the opinion of the students as well as of university. It is essential to find it out if the production company creation is really necessary.

Due to this, it is necessary to carry out a needs analysis or market study. The following points detail the needs and opinions of the students as well as the needs of the TCM.

#### **3.3.1. Student Needs: Survey & Focus Group**

In order to find out the student's opinion, a survey was carried out on a total of forty three GMA students from the last and penultimate academic year. Students were chosen from these courses because I could do a better assessment of their learning.

The survey was anonymous. Students were asked to rate their satisfaction with the training they had received during their degree, their studies and their teachers.

The students were also asked about their professional experience during their studies, emphasizing if they were work in the audiovisual sector where they have been studying.

Also, they were asked about their opinion relating to the best way to improve the graduate course. I also asked them to give a review about the creation of a production company associated with the TCM and which would serve to enhance their training. They were also

given the opportunity to say how they would like this production company to be. They were also asked who would be the perfect manager of the company, if they would be willing to collaborate economically, what kind of activities should be carried out and if they would agree about that the best prepared students could get into there.

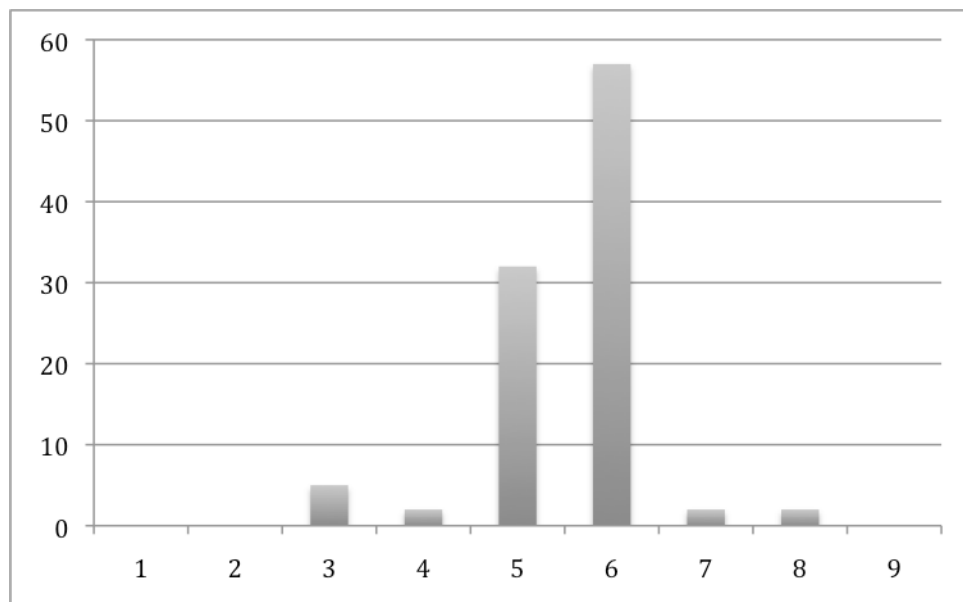
In the following extract we can see some of their opinions.

In the first block of questions they were asked about their opinion about TCM.

In the first question they were asked their opinion on:

**1. Assess the education received at TCM (Rate it from 0 to 10, with 0 = Very poor and 10 = Completely Enough)**

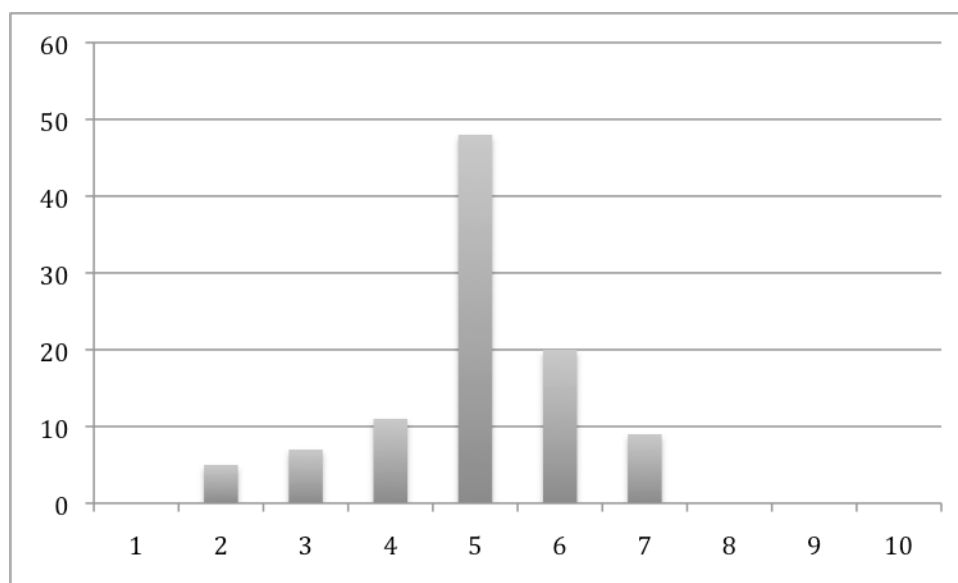
The answers were varied, but as we can see in the *Graphic 1*, 32% rated TCM with a 5, 57% were rated 6 and only 4% exceed this rating. Meanwhile 7% clearly failed.



*Graphic 1*

**2. Satisfied with the professors of TCM? (Rate it from 0 to 10, with 0 = Very poor and 10 = Completely Enough)**

Regarding the ratings of the *Graphic 2*, almost the half of the students rated the answer with a 5 (48%) and the 20% of them with 6. Only 9% gave a 7 as the highest score and it stands out that 23% of students rated less than 5.



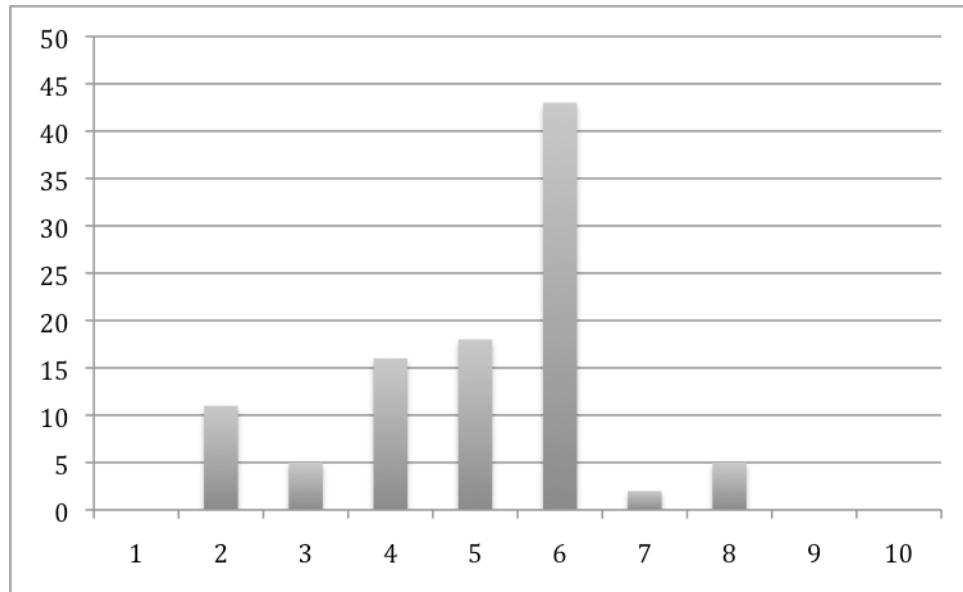
*Graphic 2*

**3. The expectations that you thought you were going to get after finish the bachelor have been met finally? (Rate it from 0 to 10, with 0 = Very poor and 10 = Completely Enough)**

If we ask the students if their objectives before starting the degree have been met, we see the following:

11% of students say clearly that their objectives were not met, answering with a rating of 2.



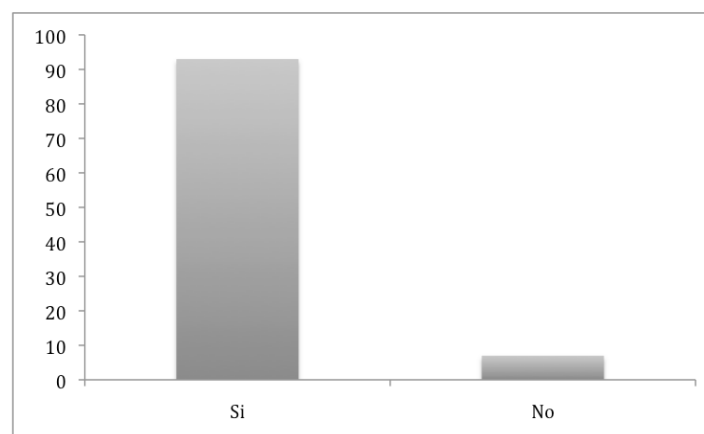


*Graphic 3*

If we sum the valuations suspended we have a 32%. Only 18% of those surveyed rated this topic with a 5 and 43% of them with a 6. We can clearly see that the opinions imply the objectives were not met or only partly met.

#### **4. Do you need a more extensive formation to work in media?**

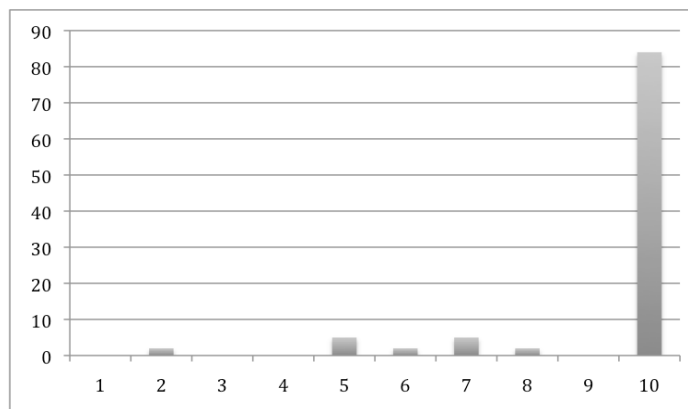
The 34% of the students surveyed had already worked on professional projects. We asked them if they thought they needed more training before they started working in the professional world. The answer was very convincing. As we can observe in the bar graph 93% thought that they needed more training. Just 7% of students believed that they had had sufficient training during the four years degree.



*Graphic 4*

The second block of questions is about the possibility of creating a production company in association with the TCM.

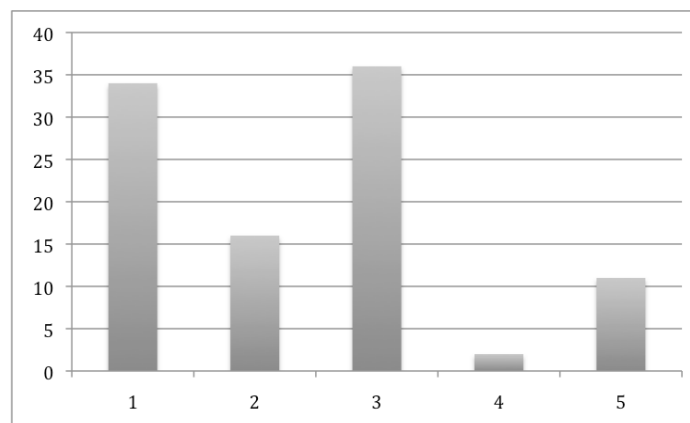
- 5. Would you find appropriate the creation of a production company which helps the students formation in the TCM? (Rate it from 0 to 10, with 0 = none and 10 = Completely)**



Graphic 5

84% of students have answered with a score of 10. Only 2% rated it negatively. This outcome clearly shows us that there is an overwhelming response to put the project into action.

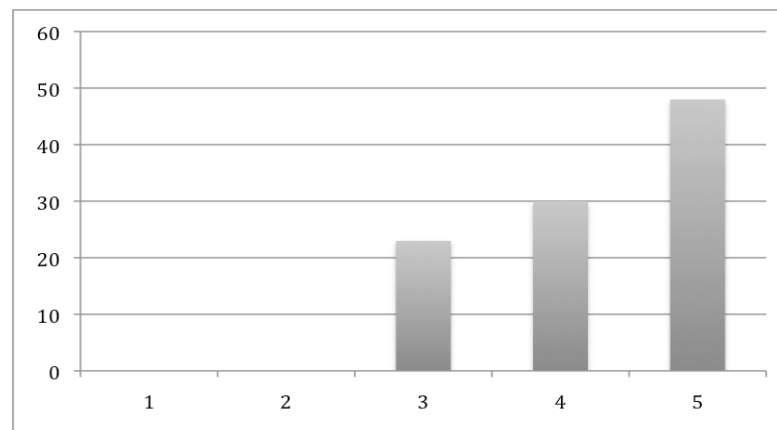
- 6. Would you agree to contribute to the financing of this production company with a charge in the price of tuition? (Rate it from 1 to 5, with 1 = disagree and 5 = Strongly Agree)**



Graphic 6

We can see that this proposal is not received very well. 50% of students are completely opposed to the idea and only 13% see it as a reasonable solution.

**7. Would you agree about only the best students could get in this production (motivation, continuity, compromise...)? (Rate it from 1 to 5, with 1 = disagree and 5 = Strongly Agree)**



Graphic 7

We can see that 100% of students surveyed saw this as reasonable and 48% are completely agree with the proposal. Therefore, this proposal is completely accepted.

The rest of the questions can be found in the appendices section.

Once I valued the predisposition of all the students I have received different answers when students were asked to give their opinion further than simply giving a rating. A focus group with six GMA students was carried out in order to help me to qualify the students' opinions.

Remarkably opinions are that students are quite disappointed with GMA degree. They know the TCM is in the process of growth and many things are missing to make that better. Some students believe that the change of some teachers could improve the degree. Others

believe they need more hours of practical classes.

When we talked about the production company, all group participants agree on the creation of such a company.

An argument should be able for all GMA students. Nobody think that the increase of the tuition price could be the solution to create it.

The participants in the focus group mostly believe that projects should be made in order to improve the student projects along with projects for external companies.

The opinions and the best moments from the focus group have been posted on the VIMEO channel<sup>2</sup>, so they can be assessed too.

### **3.3.2. TCM Needs**

In my analysis of needs I also investigated the needs of TCM, in order to find out if they were interested in my business proposal.

I carried out different interviews with Mr Joan Jou (Head of studies of GMA-EUPMt) and with Mr Marcos Faúndez (Director of EUPMt).

There are no recordings of these interviews; due to the fact the image rights were not previously agreed. Their opinions can be summarized in the following points.

When they were asked about the desire to improve the level of GMA degree, the image of the university, the student's opinion at the end of graduation, their response was fair to do that.

The possibility to create a production company in association with the university, according to Mr Jou, *“is an option that has previously been sound out, but has been ruled out by the high cost that it implies”* Whilst speaking about this possibility and the realization of an economic study for its survival, both J. Jou and M. Faúndez made the following point very clear: “It is not possible to increase the tuition fees paid by the students annually. TCM's current policy is to lower the annual student's cost demands in GMA's studies, or failing that, to work on not raising costs any further

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<sup>2</sup><https://vimeo.com/user18660839>





## **4. Phase 2: Solution market overview. Delorean**

### **4.1. Conceptualization of the idea**

After analyze the real needs of the parties involved (GMA students and faculty), it remains to be seen if exist other experiences of production companies in partnership with Universities or Media School's. I identified some previous experiences of audiovisual production companies at TCM and other Universities, such as ESCAC, UPF, Bande à part or Blanquerna University.<sup>3</sup>

In the next paragraphs I will present more in detail the greatest example of this kind of companies that we have in Catalonia (Escandalo Films<sup>4</sup>) and two previous experiences at TCM (Aula 103 and TCM Audiovisual).

#### **4.1.1. Similar Experiences: ESCANDALO FILMS**

Escándalo Films, a production company associated with ESCAC, is an example of a production company associated with a university.

Today Escándalo Films is one the most powerful production companies in the whole market of cinematography on a national level in Catalonia and also Spain. Year after year their many projects have been nominated for awards or the winners of various film awards in Spain or internationally, such as the Goya, Sundance Film Festival, Oscars Student Academy Awards, among others.

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3 Catalan Universities where is taught Media

4 Escac's Production

They are based on the rigorous work of students from the ESCAC, the film school that the producer owns.

Escandalo Films started making senior year students PFC, such as short films, music clips and short documentaries in order to later make films with former students.

Escandalo has now become so big that it has had to split into two production companies, with different tasks, in order to improve the overall efficiency. The current Escándalo Films only carries out self produced films with ex-students from ESCAC.

ESCAC have recently created ESCAC Films that is in charge of the making of PFC.

An interview was carried out with Lita Roig, one the founders of the production company Escándalo Films. She was very kind to answer my questions on matters such as setting up the company, the mode of financing the production, the different functions of Escac Films and Escándalo Films now and in the future.

Below are some of the answers she gave me and the completely interview can be read in the appendices section.

### **Was the production company a need for the students or for ESCAC?**

She said the production company was a necessity for ESCAC. It was a plus at all levels: having a production company helping the promotion and visibility of projects. The student has a highly regarded business card.

### **What purpose was created?**

A way to introduce the students in the sector. In order to adjust the students to work how a professional works in the industry and take their projects to a more professional way.

### **How are projects funded?**

ESCAC gives a total budget each year for projects. It is a private school and you can imagine that the tuition fee is high. In the studies, there is a part that is assigned to the final



project.

**How many movies have you produced?**

Short films: about 400-450 and movies about 7-8. We began make movies in 2004. In 1999 we started to promote the short films for the first student's promotion.

**What goals have Escandalo Films now?**

Basically, keep doing movies.

**There is a secret of success of Escándalo?**

Yes there is. Well, a secret ... a lot of work! There is nothing you can say. Much work. By all. Movies are almost handicrafts. We give them the time they need. Whether you roll them, as for editing ... we are above all each of all processes.

#### **4.1.2. Previous Experiences at TCM:**

##### **TCM Audiovisual**

Has there been, at any moment, a similar project of a production company associate with TCM? The answer is yes.

Up until two years ago at TCM there was an audiovisual foundation called TCM Audiovisual.

The TCM Audiovisual project was similar to what is wanted now with my project, because some of their objective, like improve the formation or get a distinctive corporative name for the University but is not similar in the way or strategy to achieve it. I had the possibility to interview Mr Álex Fernández, a former member of TCM Audiovisual, who explained the following.

In order to start TCM Audiovisual it was set up as a foundation not as a production company.

This foundation, in the long run, was intended to become a technological centre.

Initially it had three functions or goals:

1. Conferences within the audiovisual field and TIC were carried out. In order to realize these conferences they received a grant from the Catalan government via the *Acció plan* (it is a governmental initiative to promote technological and creative innovation). It consisted of some conventions for the Maresme audiovisual professionals; they were advised by experts in the different fields of the audiovisual world. These conventions also sought to create networking opportunities, which could lead to the second goal of the TCM Audiovisual.
2. The creation of audiovisual and TIC projects. Companies that were chosen by the TCM Audiovisual to create audiovisual project.
3. To create professional training project targeted at small sectors of the audiovisual world, where at that time had very few professional courses. To be able to guarantee that once the students had graduated they were able to learn more about subjects that they had not studied yet, like a specific course about record with Steady camera or masters of some new software.

This Foundation was unable to reach their goals for subsistence because their business model was based almost entirely on subsidies received by the Government of Catalonia. Two sectors in Catalonia and Spain that have suffered the global recession are research and education.

Another reason for the closure was the constant complaints TCM was receiving, within the sector, when doing projects for companies with tighter budgets in order to take advantage of the material that belonged to the University. This was seen as unfair competition to other

production companies who offer the same service but they have to pay a higher price for expenses.

### **AULA 103**

At TCM currently exists a group of young students from GMA called “Aula 103” (Room 103).

This collective (called after the class where they meet) are willing to produce all kinds of audiovisual contents that companies or non-profit organizations ask them for. In the vast majority of cases they do not receive any payment for their job, but like their representative Mr. Joan Diaz said me “*that's not important*”, given that what they are looking for is to improve their knowledge the best they can in all facets of audiovisual work.

This group of “volunteers” seeks to improve the training they are receiving in their degree, so that in the future they can better adapt to the work place. This platform has been initiated by the students themselves and has the support of TCM. This support by TCM materializes, above all, when all projects have absolute permission to use university materials.

#### **4.1.3. The Production Company: DELOREAN**

With everything done so far, the idea of creating a production company associated with the University has been taking shape and content. The needs of both parties interested have been corroborated. It has been seen that there are other campaigns to improve training within the TCM.

The students want to get their career being ready for the professional life. The University wants to improve their corporative name and skills.

The information was obtained by strategies that have worked in out and others that have not and the reasons why.

Escandalo Films makes its own projects with the student's help, and it is funded with the student's contribution. On the other hand, TCM Audiovisual was financed by government grants.

Now I can improve the idea of what the production company could be, what strategies have to be taken and what activities have to be performed.

The project of the production company from now called "Delorean", is an initiative created by me to try to satisfy the needs of GMA students and faculty.

It is certainly an initiative that would help TCM to grow within the audiovisual training sector and put the university as one of the best, so to be considered an entrepreneurial University, of the highest degree, committed to innovation from inside to grow.

Having a Production Company associated with the university has been shown to be a means of strengthening the degree from the student perspective. If it is set up correctly, it can improve the degree reputation and then increase the student's demand. This increased demand means that the degree will be more difficult to get on, and there will be more demanding for the successful applicants.

I think one of the main problems of the current GMA students could be their motivation to enroll on the degree, this one decrease because GMA asks low level in the degree. The requirement to become part of Delorean could improve the student average mark and their training in the degree. Most students would raise their aspirations and would get a better understanding of the field of study.

As the University does not ask a high level to the students they are not motivated. Delorean would ask a deep involvement in studies as a requirement for access to the production company. This would motivate the students and could improve the student's average and their training in the degree.

I am going to call this virtuous circle "The Delorean's Spiral".

## **4.2. Business Model & Strategy**

### **4.2.1. Organization**

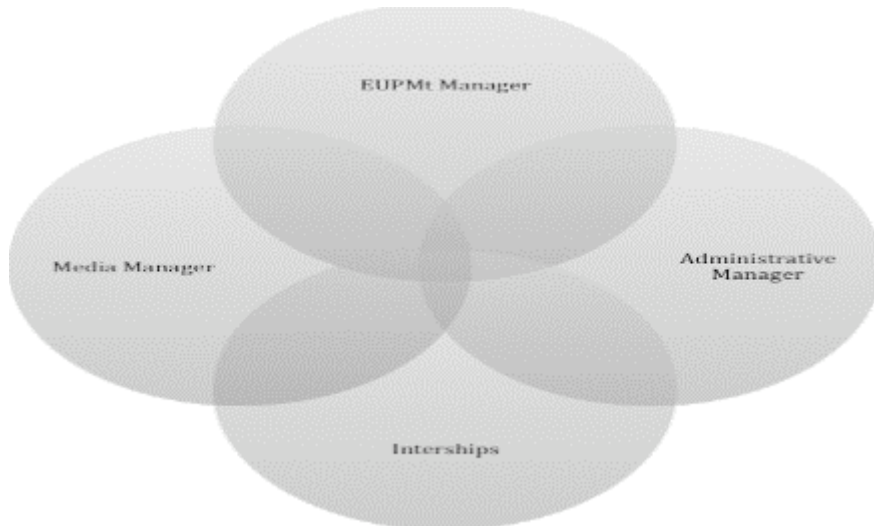
The organization of Delorean would initially be very small.

The manager of the production company must be also the director of EUPMt.

I should not forget that this business is associated with the university and therefore TCM have the entire responsibility. So, the highest manager of the school must be the person who has to value the functionality of Delorean as a learning tool within the policy studies that TCM has, as well as the responsible to check the manager projects and value if the work done is the right one.

The secondary group consists in two persons doing a full-time shift, on a fixed monthly salary. The duties of these persons will be the administration and management. They must be people who are able to perform any different tasks in the field of audiovisual business, such as find Masterclasses, realize the tutoring and quality control of the projects, find sponsors and guarantee a professional and TCM quality, in the and media field, also people who is able to do the administrative management, such as Delorean accounting, human resources control and projects accounting supervision, people to evaluate different possibilities in artistic and economic levels.

Also, the production company needs some help from intern students. Two students have been considered to start the project and the number may increase if more work is required. They would carry out tasks dictated to them by the Media and Administrative managers.

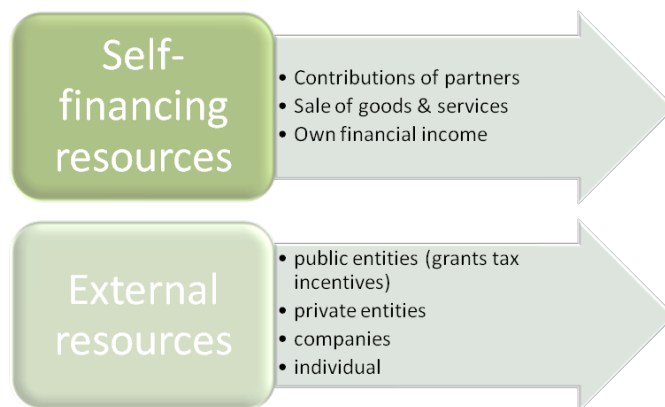


*Graphic 8*

### 4.2.2. Subsistence

There are different financing sources in a company: (we are considering TCM as a company in the educational field).

Financing plan:



*Graphic 9*

In order to become real Delorean, there are different ways to make it, depending on different models.

For example, other schools as ESCAC or Bandeàpart School have used the amounts in student enrolment to finance their production companies, using a quantity of money contributed by the annual tuition fees. But as I have seen on the needs of students and TCM this is an option that I cannot perform.

Another model would be that TCM makes an investment in this project and assume the annual costs of the businesses. However, currently TCM accounting does not accept this as a possibility because TCM cannot afford invest that money amount.

The original plan was to make a profit by carrying out external projects for other companies. This model would allow at the production company's own projects to be financed using the profits obtained. However, as it has been previously discussed, the production company would be guilty of unfair competition, taking advantage of the low production costs of these projects would suppose compared to other production companies on the market. In addition, the production company could be placed in direct risk, if entrusted with projects in a market in which it lacks experience.

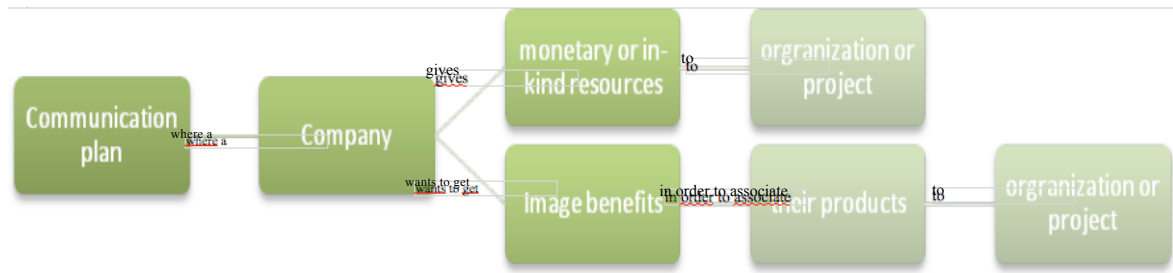
That is why the most viable route, which represents a clear example of innovation and training in Catalonia and Spain, is educational sponsorship.

This model is based on seeking external funding from companies that want and can invest in training students. It is a model that is common in countries such as USA, UK or Japan.

### **4.2.3. Educational Sponsorship**

The corporate sponsorship is a help or economic contribution given., in different ways like in staff, equipments, software, etc, from a juridical person (the sponsor) or physical person to an action, an entity or to a person (the sponsored), these are unrelated to the company with the commitment that the sponsor will suppose some consideration, not economic, generally in the media field with the action or the sponsored entity.

The corporate sponsorship:



To all this should be added that betting on sponsorship is an established reality that exists in all developed countries. Many businesses practice it and currently more SMEs, such as TMB (public transport in Barcelona).<sup>5</sup>

Practically all cultural entities, social, environmental, scientific, sporting, etc, seek to get it. Also the main public institutions promote the supranational (UNESCO, European Union, Council of Europe).

In every country have been issued specific laws, in Spain is also carrying a Preliminary Draft Law related to this topic in the fields of culture and education, which would help these relationships.<sup>6</sup>

There are also national awards in this area such as the National Research Award.<sup>7</sup>

Also there are international membership organizations in nearly all countries as “Admical” in France or “Arts & Business” in UK.<sup>8</sup>

Educational sponsorship is based on companies investing in the sector of education and talent training.

5. [http://w110.bcn.cat/portal/site/Home/menuitem.14f90aeeb15793636d5d05f320348a0c/?vgnnextoid=a74c0b47ab811410VgnVCM1000001947900aRCRD&vgnnextchannel=0000000000001653VgnV6CONT00000000200RCRD&vgnnextfmt=formatDetall&lang=en\\_GB](http://w110.bcn.cat/portal/site/Home/menuitem.14f90aeeb15793636d5d05f320348a0c/?vgnnextoid=a74c0b47ab811410VgnVCM1000001947900aRCRD&vgnnextchannel=0000000000001653VgnV6CONT00000000200RCRD&vgnnextfmt=formatDetall&lang=en_GB)

6. [http://cultura.elpais.com/cultura/2013/08/02/actualidad/1375456624\\_745140.html](http://cultura.elpais.com/cultura/2013/08/02/actualidad/1375456624_745140.html)

7. [http://www.fundaciorecerca.cat/ca/projecte\\_detall.asp?id\\_projecte=988](http://www.fundaciorecerca.cat/ca/projecte_detall.asp?id_projecte=988)

8. <http://www.admical.org/> <http://artsandbusiness.bitc.org.uk/> <http://www.seo-usa.org/>



For example Abat Oliva University (Barcelona), practices these agreements with other companies.<sup>9</sup> Even in some secondary schools in Spain like “IES Son Parc” (Mallorca) is carrying out these agreements.<sup>10</sup>

Accordingly, is not an unusual action what I want to enact from Delorean.

#### **4.2.3.1. Purpose of Sponsorship**

The purpose of sponsorship is to make an exchange between companies or organizations where everyone gets benefits.<sup>ix</sup>

Delorean needs external funding for its creation and survival. It could seek funding from companies who in return would gain recognition and brand image committed to the audiovisual sector and the training of future talent.

What Delorean is looking for are companies such as, for example, strategic suppliers of the audiovisual sector: content producers, broadcasters, distributors and other large businesses such as banks, financiers or foundations.

These companies or brands earn an intangible value, but brand image is becoming more and more precious, or said in other more up to date terms, invest in RSC.<sup>x</sup>

The current social values make to the company, which wants to obtain an image of a committed company, to invest in RSC.

They also gain business credibility being seen as innovative, as a result of making investments in areas that are not strictly of their own activity. They gain reliability in the stock market and finance, which directly affects their earnings.

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9.<http://www.uaoceu.es/ca/coneix-nos/universitat-i-empresa/patrocini-i-mecenatge/proyectos-de-patrocinio>

10.<http://www.iessonpacs.cat/main/index.php/estudis/batxillerat-internacional/mecenatge>

A third benefit for these companies is the direct publicity that can be generated by associating oneself with the training of new talent and entrepreneurs.

#### 4.2.3.2. How to get Sponsorship

There are some points needed to be considered in order to get sponsors. These points are a set of comments in conferences about the sponsorship. That part can be useful for people who are looking for sponsors in Delorean. It will be complemented by a motivational video made for the occasion. The video will try to pay attention to companies that can bet in the project. <sup>xi</sup>, <sup>xii</sup>, <sup>xiii</sup>, <sup>xiv</sup>

- Targeting the right business. Approaching the right company makes all the difference. It is necessary to make sure that the companies will have an interest in the sponsorship proposal and the company.
- What does a company want? If they are looking for graduate recruitment, then they need to offer training sessions where members of the company can come in and meet students face-to-face. If they want to promote their brand, then offer to splash their name over the society noticeboards and correspondence or something else.
- It is important to really show them what it can offer them and how the company will give them a unique point of interaction with students.
- Do not be afraid to be creative. The production company needs to think outside the box and ask them to sponsor more unusual things. If it look like it will be offering something different, the more intrigued they will be.
- Be concise. They only want to spend a few seconds on the email information. Tailor it to their company and perhaps provide a snappy bullet point list of how sponsoring the society is going to help them.

On the other hand, it is imperative to make a good presentation of the program on offer.

For this reason the video clip was created to be used during the business presentation. The

video has been posted on the VIMEO channel of the production company.<sup>11</sup>

The video is based on some life ironies from Steven Spielberg, The Beatles and Elvis Presley. At the beginning nobody bet on them even they were undervalued in certain times.

The idea I want to transmit in the video is to invest in talent from the beginning, because how many of those, which after were also rejected with no opportunities ended, wrong?

The video wants to motivate the companies to sponsor from the beginning. Bet on talent from now.

Is an emotive video that normally is not a kind of video made it for a companies which can sponsor cultural or educational projects and that they prefer more numerical results for them.

But the idea is that the companies could see their name company next to the possible futures Beatles or Spielberg's, the idea is that they could see the intern benefits that it would suppose to be the companies which support the educational training of these new talents. In short, the name of the company linked with the future talent.

Also the emotive video can be used for calling the students' attention and make them part of the initiative. Being the new Spielberg is the wish of the most of the students and the video relates in a straight way that Delorean can help to get it.

I used some images of the GMA students during the classes to show how they work. I also showed the TCM facilities.

In order for the sponsors can see that the initiative can be done in the short term. Nothing has to be created (everything is done like student centers). Everything is at within their grasp.

#### **4.2.3.3. Sponsorship Agreement**

The following point details a possible agreement that would be necessary to establish a

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11. <https://vimeo.com/67389029>

relationship of equals between Delorean and the sponsors.

Initially the production company only needs money from sponsorship.

However, Sponsorship comes in many forms. Delorean might not just look for money, but other ways in which companies can support the society and make it great. They might provide material for a project, drinks for an event, a training day, or offer other goods and services that will benefit the company.

Nevertheless, finding money is so important that there have been a number of proposals.

The production company needs a minimum of 48000€ per year, for six years, in order to survive. This amount could be found by dividing the necessary capital of different sponsors. An agreement package has been created as a model of sponsorship. A total of eight different companies it would reach the objective.

It consists of the following:

<b>Delorean</b> ask from each sponsor	10000€/year for 5 years
<b>Sponsors</b> receive	<p>RSC</p> <ul style="list-style-type: none"> <li>- Credibility</li> <li>- The training of new talent</li> <li>- Direct publicity through the production companies web page as well as through TCM</li> <li>- The businesses will be credited in all the projects and will later be promoted in the different events.</li> <li>- To gain confidence from their own consumers.</li> </ul>
Extra Packages possibilities	<ul style="list-style-type: none"> <li>- The possibility to create a corporate video of the companies.</li> <li>- The possibility of advertising around the university campus. Like advertising posters or windows.</li> </ul>

	<ul style="list-style-type: none"> <li>- The possibility to name the classrooms after the company as well as TMC facilities.</li> </ul>
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## 4.3. Marketing

### 4.3.1. SWOT

In order to see the factors that make the creation of this company possible, it was necessary to analyse it with a SWOT study made by me following the advice of Tim Berry<sup>xv</sup>, a business planning expert.



Graphic 10

### 4.3.2. MK Strategy

MK strategy is based on two objectives:

- Achieve that the students believe in Delorean and achieve that they will be interested in being a part of it.
- Getting that the brands bet on Delorean Project Sponsorship.

Begin the project with straight cooperation of students is essential to feel that the production company also belong them. Some ideas could be that the students themselves make proposals for Delorean brand image as the Logo, corporate videos to attract Sponsors, Websites...

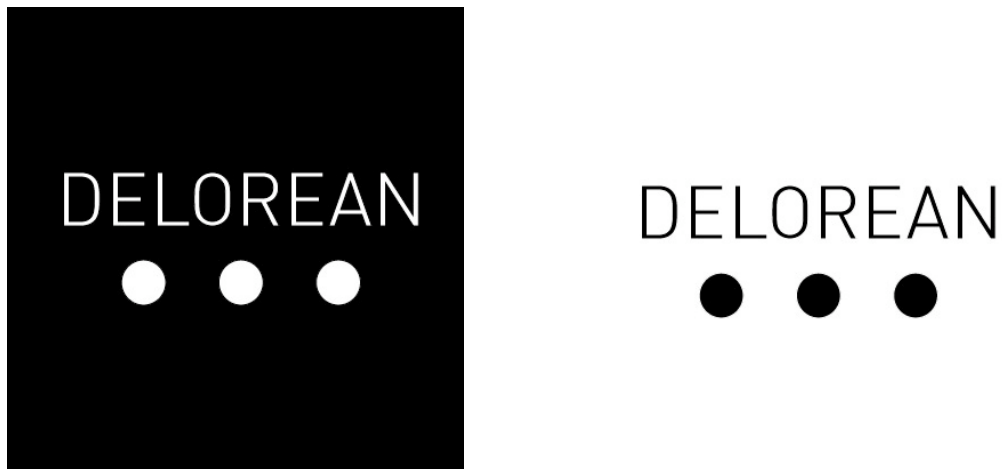
If Delorean began performing audiovisual content and images, a good way to do it would be with the help of current students.

That would be able for other brands to see the project quality and innovation that are capable to make the students when they work professionally and voluntarily.

That is why for the realization of this project I have developed a proposal for Logo, and also a video clip, a kind of Corporate Video for businesses. The logo was made by Marius Comas, Line Design collaborator of this TFG project.

The colors chosen are white and black, to give elegance and serenity as opposed to what could be a student production company.

Logo proposals are:



The logos want to represent the three points of Delorean:

1. The students,
2. the University and
3. The sponsors.

It will also use to navigate in a future website. Intuitive, dynamic, and interacts with the customer.

Finally I should talk about the name chosen for the production company.

The name Delorean is known for a car brand. The same brand of car used in the movie *Back to the Future*.

Then, the company name is a reminder of the car driven by Michael J. Fox

I want to create the symbolism that makes the car to transport its passengers on a trip to the future. Just as the company wants to do.

## **4.4. Operations & Quality**

### **4.4.1. Type of Projects carried out by Delorean**

The type of projects to be conducted by the production company would basically be student's projects. The projects will be made by the university and the own students.

Delorean wants to bet on professionalism of student's TFG so that they learn and work on the right and best way. Now, we are not talking about using a camera or knowing how to make a good plan for a film, neither about how to learn how to use an editing program. We are talking about putting into professional practise prior lessons learnt, so the final project could be used in a personal statement or cover letter.

It should be the students themselves who decide what project does. By carrying out their own projects the students will be motivated to do the best job they can. They will have time in the future to work on commissions from companies, therefore now is the time to work on their own projects. Creating their own personal project where they can show their creative talent and their taste.

I think, it is enough clear that creativity demonstrated, motivation and facility to do it, makes the student more willing and dedicated to work more time.

The projects will be small pieces of audiovisual work such as short films, video clips, and short documentaries, short animated series or whatever the student proposes within the audiovisual area. However, small scale projects always have to adapt to the economical restraints and time scale.

Commissioned projects are not ruled out as mentioned earlier, as prior preparation is needed, the team can get used to working seriously. It could not become the TFG project, it is just a training to learn how work with their own team.



The teamwork becomes vital. In any audiovisual project working together from different areas leads to the creation of the global project. The departments work hand in hand to make the project as best it can be. That is why the projects in different visual fields or areas that they are involved in, would be seen as more elaborately worked on.

Therefore, in one project there is the possibility to find more than one student working on it and each student doing their project. One thing that must be taken into account during the evaluation is that each student can choose their own role within the project team.

One example would be a short film. A short film is an original motion picture that has a running time of forty minutes or less, including all credits, where different teams are working amongst themselves at different stages of the preproduction – filming – postproduction.<sup>xvi</sup>

There are different audiovisual areas that have their function and are divided into teams such as Director, Producer, Camera, Lighting, Editing or Audio.

It is about making the most competent team you can, in order to make an excellent project. The project will start once students have been selected them with the production company. As it is now, students have one full year to dedicate to TFG, but with close monitoring of their work by professionals.

They can get free tips and advice from experts and professionals during this time.

#### **4.4.2 Projects Selection**

The selection process of the projects is taught not only at the end of the third and fourth year. Students can add options from his first year in the university and then in their fourth year can be part of the production company.

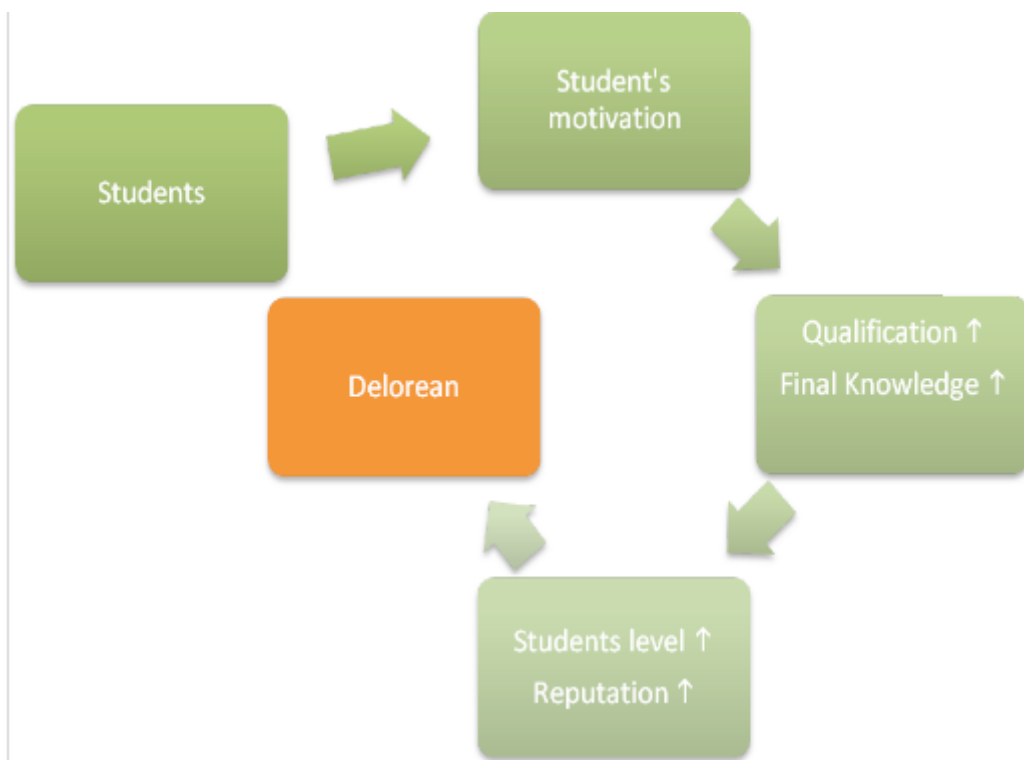
As mentioned earlier, when a project is chosen, is selecting a team that is part of this project, a team, in this case, made entirely by students, who wish to elaborate their Final Project, supported by Delorean.

But not all students could be part of this production because, at least initially, may be difficult to reach the economic objectives and infrastructures to bring this out.

But it also adds value to Delorean.

For the students, becoming part of the production company has to be perceived as a reward for most qualified students with higher motivation or compromise. That makes sense of the “Delorean’s Spiral”

	Objectives
<b>Student</b>	↑ Knowledge ↑CV
<b>TCM</b>	↑TCM formation ↑Reputation



For the selection of projects each student (interested in Delorean) must submit their Written Project Proposal and make a public defense of their Project Proposal.

This is already done today to accept the TFG, but in this way we proceed in a more accurate and precisely developed to professionalize this area too.

In their professional future current students must submit projects for production companies, advertising agencies, or even the State.

Then, this Proposal Project and their selection, should be taken as if it were that.

It is for this reason that from the beginning of the studies on GMA to the end, the student may be getting more chances to enter. These possibilities are accounted at the end of fourth year by a tribunal selected by Delorean, with a points system. Any student has the same opportunities, has established a rating system that takes into account the following factors:

1. Average mark of all subjects of the student during his 4 years in GMA.
2. Ratings of the subjects related to the audiovisual work area selected by the student in the project. Subject's qualifications related with the media field selected by the student in the project (for example if the student wants to make a short film, radio program, 3D, it will be found the subjects related in each area).
3. Ratings of the subjects related to the visual workspace by students selected members of each team. Set of all grades of the subjects related to media field, selected by all students in the project. (E.g.: qualifications of the subjects of photography or lighting...)
4. Student's attendance in class. Participation. This will be contemplated with the daily assistance.
5. Student Creativity posted in Written Project Proposal.
6. Student Professionalism meeting all the requirements of the Written Project Proposal.
7. Overall assessment of the Project Proposal Writing. Taking into account factors

such as the project team, the budget, Idea Development.

8. Mark in the public defense of the Project Proposal.

Each student will develop maximum one Proposed Project and make their defense.

The Project Proposal Writing and defense will be individual.

But the student will also have the opportunity to be part of the project team from another partner. Only will be part of two Project Teams, their project and the project of a partner.

The evaluation process and selection of projects will be developed by a Tribunal consisting of five people. These five people must assess each all the projects presented, taking into account the above factors.

The Tribunal would be done by two people related to Delorean, plus two university professors and one third people. This extra person could be a professional, another professor from the University or other person also related to Delorean.

### **4.4.3 Projects Production**

When the projects selection is done and their teams too, the student's collaboration with Delorean would start jointly with the project's production.

In each course there is too much work to do in every project but from the beginning there is a clear objective: learning how to work professionally.

Every year the budget for the projects would be 1000 Euros per project. This budget has to cover some project costs like shooting expenses, hiding, diets, transports, etc. This budget would work at least the first six years of Delorean

The project will be divided into three phases: Pre-production, Production and Post-production.

- During the pre-production the students will receive different classes depending on

the department or area where they are working from. The students will work improving their specific area that they have chosen. All the elaboration has to follow a timetable done by Delorean. During the pre-production is also holding some meetings with the responsible of each area of the project and the respective manager in order to check if everything is working properly and finally at last meeting where will be checked the final work done in the process. Then will be discussed if the project can carry on to the next phase or not.

- During production projects are carried out. Each department or area works next to the other in order to get a better final result. Delorean managers are working with them in this phase in order to follow the process and the tutoring.
- And finally, in the Post-production phase will be done the project editing and the search of Festivals to show, masks for DVD copies, promotional posters, website performing if will be a multimedia project, and show the final report of the project.

#### **4.4.4. Distribution & Promotion**

The distribution and promotion of the project is a important piece for this and their project team. Any audiovisual project is not finished until is shown in public or in a presentation.

It should also serve as a show reel to team members, proving that they will have some knowledge.

That is why first of all Delorean will fix a day with the premiere of all projects that will serve to promote the project.

In this event, the team project will make an invitation that should include all professionals interested to see the project, which could lead to an exchange of views and start establishing a relationship with them.

Apart of the official premiere, the team project will carry out the search for other festivals

where there will be able to include the project to show.



#### 4.4.5. Copyright

The Exploitation rights of the Projects will have always Delorean property, established with a contract signed by the members of each project.

The other Author Rights will always belong to the students.

#### 4.4.6. Canvas Model

To analyze better our idea of it business and our operations, a Canvas Model has been realized. This exercise serves to clarify the key points of the business.

<p><b>Who helps you</b> (Key Partners) </p>	<p><b>What you do</b> (Key Activities) </p>	<p><b>How you help</b> (Value Provided) </p>	<p><b>How you interact</b> (Customer Relationships) </p>	<p><b>Who you help</b> (Customers) </p>
<p><b>Who you are &amp; what you have</b> (Key Resources) </p>		<p><b>How they know you &amp; how you deliver</b> (Channels) </p>		
<p><b>What you give</b> (Costs) </p>			<p><b>What you get</b> (Revenue and Benefits) </p>	

**a) KEY PARTNERS:**

Who are they our key partners?

**1-TCM**

TCM is our key partner. By means of an agreement of relation we delimit the association and the resources and benefits that everyone contributes. Basically the key resources that we acquire of TCM are Technical and Human.

The motivations that TCM has to collaborate with us are defined in the agreement of relation.

**2-Other companies (Sponsors)**

Another key partner are the external sponsors. Companies normally tied to the media sector. Key companies that might make contributions and tie a relation might be for example: SONY, CANON, BLACKMAGIC, NIKON, ADOBE. Multinationals of the media sector with presence in Spain, which destine big items of budget every year in Marketing, and that them interests this type of format of sponsoring. The key resources that we receive on his part are Basically economic. Economic contributions of 10000 €/year minimum, to realize the media projects. The motivations of these sponsors happen to obtain benefits of Image for his company, at the moment of linking his products or brand with our organization. RECOGNITION, BRAND IMAGE, RSC.

També, al ser empreses del sector audiovisual els hi pot interessar per fer proves test de nous productes o programes en mode Beta.

No tenim un limit màxim de empreses que es vulguin associar, per tant buscarem tantes com puguem.

La manera en com les anirem a buscar, serà creant un DEPARTAMENT COMERCIAL a l'empresa que aconseguixi reunir-se amb les persones encarregades per part de les empreses de pendre aquest tipus de decisions (Dep. Marketing). Una bona manera de coneixer noves empreses, pot ser la presencia del nostre departament comercial en Fires i Festivals Audiovisuals. Allà podrem aconseguir una feina de Networking molt potent.

Also, like companies of the media sector can be interested in do prove test of new products or Beta programs. We do not have a maximum limit of companies that want to associate, we will look for all we can.

The way in how we will look for, it will be creating a COMMERCIAL DEPARTMENT in the company that manages to meet the persons entrusted to take this type of decisions (Dep. Marketing). The presence of our commercial department in Fairs and Media Festivals can be a good way of knowing new companies,. There we will be able to obtain a powerful Networking.

[http://www.portalferias.com/cineeuropa-barcelona-2014\\_22622.htm](http://www.portalferias.com/cineeuropa-barcelona-2014_22622.htm)

#### **b) KEY ACTIVITIES:**

The key activities that we carry out are the following ones:

1. Management of audio-visual projects.
2. Look for sponsors
3. Professional formation and training of students
4. Tuition of TFG
5. Diffusion and promotion of Delorean services

Our proposed of value will be the pupils' formation students of TCM.

To professionalize his knowledge.

Our channel of distribution is by the direct formation of these students. The key activities to realize our offer of value will be:

1. Tutoring TFG
2. To give the first contact to the pupils with the professional world, doing professional media projects.



To realize the direct formation, we will need to be inside the educational sector. To be able to support a relation of partners with the TCM.

Our client are the students. To have a good relation client - company, we have to promulgate the positive valuation of the pupil to his step along Delorean. To satisfy his needs and to fulfill his desires to improve the formation received with TFG's production + participation in conferences.

Per aconseguir una continuada font d'ingressos mitjançant Sponsors + crèdits TFG dels alumnes, haurem de treballar per una continuada captació de sponsors i que TCM tingui una relació de seguiment i participació en el projecte Delorean.

**c) KEY RESOURCES:**

Our offer of value needs Technical resources as facilities, audio-visual material, buildings; also Human resources for the people who works inside the project; and Financial resources for the economic contribution of the sponsors.

Human fixed resources:

- 1 General manager
- 1 Director Dep. Creative
- 1 Director Dep. Production
- 1 Director Dep. Commercial

Human Variable resources:

- 1 Student in practices Administrative
- 1 Student in practices Audio-visual
- 3 Members for the Court of project selection
- 5 Sporadic Lecturers for the students' formation

Fixed Technical/Material resources:

1 Office inside TCM

3 Computers connected in network

Office material

Services of light, water, Internet.

Variable Technical/Material resources:

audio-visual Facilities (Set, postproduction video / audio space, rooms of tv control, radio study...)

audio-visual Material of filming (according to project)

**d) OFFER OF VALUE:**

Our client are the pupils chosen to realize the audio-visual projects.

We contribute a series of points that separate us from the rest of options that have at the moment of realizing his TFG.

Innovation: The First audio-visual Professional project

Performance: his VALUE Improves

Customization: Tutoring his TFG with a more personal and direct control.

Brand / status: Forming part of Delorean is recognized.

Convenience: Will be a professional test for them.

**e) RELATION WITH CLIENTS:**

Our client waits for a relation of personalized assistance and rest to the improvement of his formation, and simultaneously a co-creation of his TFG.

**f) CHANNELS:**

The principal channel where our clients get the services are the facilities of the TCM. Also there will be other enclosures or facilities if we move to do filmings out.

**g) CLIENTS SEGMENTS:**

We are creating value for students of the TCM Media degree.

They will be our only clients, therefore is a very specific client. Nowadays the Media degree has 596 pupils between all the courses in the morning and evening. Of these, there is a total of 103 pupils to 4rt course, which are our specific client.

**h) COST STRUCTURE:**

The costs the most important will be the fix costs of the company like:

Personnel salaris

Rents

Machinery

Offering a service, we do not have costs in the first materies like there can have other companies of production.

Our more expensive key resources are Human Resources and also the office rents.

Our more expensive activities are those of tuition and management of TFG's or research of new sponsors.

**i) INCOMES**

Our client is not ready to pay extra-money of the one that already pays anually for the price

of the credit FTC. But to the being Delorean who gives the formation in the credits ECTS corresponding to the TFG, Delorean who might receive this economic compensation.

But to maximum source of income it will not come from our clients, but from the sponsors of the project on the part of companies foreign to TCM and Delorean.

#### **4.4.7 Next Phase of Business Increase**

For the future increase of the business there would be 2 options.

A) Market Increase

b) Product increase

A market increase would like to apply the same model of business together in other universities of Catalonia or Spain.

To look for the correct form for other localities and Universities with his particularities and own politics where 4 elements of functioning of this business (Delorean + University + Pupils + Sponsors) were getting on equally.

Differently, an expansion of product would come given by Delorean's growth inside the union with the TCM.

An option would be to manage to realize projects of own production and with own resources, without having to depend on necessary key element as the sponsors.

Also the creation of a production company in partnership with Delorean where there could be realized media projects of alumni of TCM, without relation with TFG projects.

They would have to be analysed in a medium future, what 2 options they can turn out to be more beneficial, but in the first moment, it is not possible to be employed at direction of anyone. The efforts have to centre on being able to give reality Delorean.

#### **4.4.8. Agreement of collaboration**

To realize the formal collaboration between a center of studies and an entity that helps in the formation of the pupils, it is necessary to realize an agreement that establishes the bases to remind the relation.

Exist agreements of practices, which might serve us, for the relation to three bands between the university center, the company and the students. For example the agreement that uses the center of studies Tecnocampus in relation to this, so much in relation with the pupil as with the external company.

Which exactly are not just a few practices for the students, which says the law in relation to the agreements of practices is the following one: They are the documents by means of which there are regulated the conditions that the students link, the entities collaborators (companies and institutions) and the University for the accomplishment of stays of external practices of university students in companies or institutions, or to the own university. These stays of practices are regulated by the Royal decree 1497/1981, of June 19 modified by the Royal decree 1845/1994, of September 9.

(Royal decree 1845/1994)

<http://www.boe.es/buscar/doc.php?id=BOE-A-1994-22805>

The Universitat Politècnica of Catalonia, center to which Tecnocampus is assigned, says the following in relation to the agreements of educational cooperation between his centers and external companies.

[http://www.upc.edu/cce?Set\\_language=es](http://www.upc.edu/cce?Set_language=es)

Therefore, we understand that this type of agreement us goes enough for the relation that we want to establish. Only we would include a few small clauses more, so much for the relation Student-Delorean and for the relation TCM-Delorean.

Clauses in the relation with the **student**:

- 1) The aim of the stays of practices to the entities collaborators is that the students could apply and complete the knowledge acquired in the career education, favoring the acquisition of competitions that prepare them for the exercise of the professional activities, facilitate his employability and promote his capacity of entrepreneurship.
- 2) They need to have a Formative Project established, according to the model approved by the University, where there are specified, between other aspects, the tasks in which the student will collaborate, since they have to provide to him a few practical knowledge of his future profession; they have to be directly related to the studies that it is dealing.
- 3) They have to contemplate the figure of a person tutor of the entity collaborator, with the suitable knowledge, which the Formative Project has to define, guard over the formation of the student and evaluate it realizing a report at the end of the stay, which will send to Work Campus in the maximum space of 15 days.
- 4) There do not stem own obligations of a labor contract. The relation that is established is academic and not labor.
- 5) There is contemplated that the student receives the contribution of a quantity with a view to bag or helps to the study of the company or institution that has a minimal retention of 2 % of the IRPF. In case of DELOREAN this type of contribution is not contemplated at first, at least for the students who would form a part of TFG's project plan.
- 6) In case there is helps to the study, the company has to give the student of discharge to the General Regime of the National Health Service, such and how

there is established in the royal decree 1493/2011, of October 24, since these stays quote to the National Health Service.

- 7) The students contribute an insurance that covers the civil responsibility of his stay of practices.
- 8) The number of weekly hours recommended is of 20-25, in case of being superior the academic compatibility will be studied.
- 9) The maximum duration of the stay is 750 hours in an academic year, in schedule compatible with the studies. In our case it can increase up to that the production company think suitably.
- 10) The student, on having finished his stay of practices, will have to realize a final memory, which will deliver in the University TecnoCampus in the maximum space of 15 days.

**Clauses in the relation Delorean-Tecnocampus:**

- 1) Delorean becomes the only entity in charge of the tuition of the media projects of the pupils that will be evaluated finally as TFG, inside the formative frame of the pupil in the center of university Tecnocampus.
- 2) Delorean takes responsibility of the whole process of production of the audio-visual projects, remaining exempt from any responsibility the center of university studies Tecnocampus.
- 3) Tecnocampus like center of university studies and entity responsible for the credits ECTS of the student, is the only entity with aptitude to value the final work of the pupils. It is responsible for the final evaluation of the pupil.
- 4) The investigation and management of the sponsoring of Delorean's audio-visual projects, it is only work and sole right of the company Delorean.
- 5) The investigation and management of the sponsoring of the facilities of the center Tecnocampus, as well as all the facilities of the Logistic Park Tecnocampus it is only work and sole right of the company Delorean.
- 6) The university center Tecnocampus has right to decide the entail of his image and

name with that of any company sponsor that Delorean should propose for the project. Having right to decline any offer that is not favorable to the politics of the center Tecnocampus.

- 7) Any complaint on the part of the student, who is not in conformity with the received formation or of entail with the company Delorean, will be only Delorean's responsibility.
- 8) The company Delorean binds to be present in a minimum of the first 5 years of relation with Tecnocampus, inside the facilities of the Logistic Park Tecnocampus.
- 9) The entail or belonging of the pupil with the company Delorean, does not exempt it from his responsibility in rights and duties as student of the center of university studies Tecnocampus.
- 10) The center of studies Tecnocampus promises to offer a minimum of pupils of second cycle (3th and 4th year) during the whole process of entail between the entities, to satisfy Delorean's needs.
- 11) The center of studies Tecnocampus promises to put at the disposal of the student linked to Delorean, the facilities of the center for any audio-visual project, like with the whole rest of pupils of the center.
- 12) The center of studies Tecnocampus promises to put at the disposal of the student linked to Delorean, the audio-visual material necessary for any audio-visual project, like with the whole rest of pupils of the center.
- 13) Delorean takes responsibility of the support and help in the formation of the students of Tecnocampus who form a part of the producer Delorean.
- 14) Delorean and the center of university studies Tecnocampus promise to rewrite the agreement that is established here, if any of the parts want.



## 4.5. Economic & Financial

### 4.5.1. How to set up a production company in Catalonia

First of all is necessary to decide what kind of company Delorean should be. It was decided to create a LC<sup>12</sup>.

I have chosen this because I want to limit the liability of the production company to the capital paid up and I do not want to include the production company on the stock market.

This section aims to summarize the steps that an entrepreneur must take to set up our business in Spain according to the official information.<sup>xvii, xviii</sup>

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#### 1. Name Certification:

Certify that the selected name does not belong to another company.

**Place:** Trade Register

**Documents:** Demanded through an instance.

**Time:** five days maximum after ask it

**Price:** 40€

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#### 2. Statutes making

**Place:** Normally in a law office.

**Time:** 5 days

**Price:** Free of charge

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<sup>12</sup> Limited liability company or limited company

**3. Public Deed**

Act in which the future partners sign the deed.

**Place:** Notary's office

**Documents:** Name certification and Statutes.

**Time:** 7 days

**Price:** 3005,05€

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**4. Pay the Transfer Tax**

Tax about the company constitution.

**Place:** Provincial Delegation of the Tax Agency.

**Documents:** Model 600, first copy of Statutes and simple copy of the Statutes.

**Time:** 1 day

**Price:** Free of charge

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**5. Statement census and tax Identification Code**

Assigning a number to the company for identification.

**Place:** Provincial Delegation of the Tax Agency.

**Documents:** Model 036, Deed, Transfer Tax Certificate, photocopy of the ID card.

**Time:** 1 day

**Price:** Free of charge

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## **6. Registration of the Deed**

Declare the Mercantile Legal Status.

**Place:** Trade Register

**Documents:** First copy of Deed, Transfer Tax Certificate, Identification Code

**Time:** 1 month

**Price:** Free of charge

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## **7. Registration the company in National Insurance**

Obligatory to make contracts.

**Place:** SS Delegation

**Documents:** Model TA-6, Private Insurance, Fiscal License, Copy of Deed, Identification Code.

**Time:** 1 day

**Price:** Free of charge

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## **8. Personal Registration**

Declare the all company personnel to the SS.

**Place:** SS Delegation

**Documents:** Model TA1, Model TA 2/S, Personnel ID.

**Time:** 1 day

**Price:** Free of charge

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## 9. Communication of the Workplace Opening

**Place:** SS Delegation

**Documents:** Company details.

**Time:** 30 days after the Opening

**Price:** Free of charge

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To carry out all these steps we will hire an Agency service. The necessary documentation is attached in the Appendices section. Also the costs of the Agency service.

### 4.5.2. Economic & Financial Plan

To be able to make in numbers everything commented in the previous points, there has carried out a Plan Economic and Financial that this divided in 3 sections.

1. INVESTMENTS
2. PROFIT & LOSS
3. CASH-FLOW

#### 1. INVESTMENTS

##### 1.1 Calculation of Investments

In this point has to be calculated the inversión necessary to start the company. In general the expenses can be calculated in:

## a) Fixed assets \*inmaterial:

Goods of intangible nature that are necessary to start the business. For example marks and patents, expenses of research and development.

## b) Tangible assets:

It refers to the expenses destined to acquire tangible goods, furniture or real estate, with a useful life that comes out the duration of an economic exercise.

We can assess the following investments:

- 2 PC = 1600€
- 1 MAC = 1500€
- Office material = 500€
- Software & Programs = 2500€
- Other investment expenses = 1000€

## c) Expenses of establishment:

Expenses previous to the opening of the company, since they can be market researches, initial expenses, etc. These expenses are not amortized.

In this paragraph we bear in mind the expenses commented previously by the managerial constitution, that is to say 4200 € in total.

TOTAL INITIAL INVESTMENT = 11300€

To be able to start this project, it is necessary make also a forecast of treasury and obtain the financing to be able to assume the first costs of the project. Therefore the following one has to be had clear.

Need of financing:

- Initial Investment
- Forecast of treasury

The initial investment already has been calculated before. Now it is necessary to us to bear in mind a forecast of treasury that we will code in:

- First 6 months of rent offices = 2832 €
- First 6 months of salaries and wages = 21900 €

TOTAL FORECAST TREASURY = 24732 €

Therefore the Needs of Financing:

- Initial Investment = 11300 €
- Forecast of Treasury = 24732 €

## 1.2 How to obtain this investment?

To start the company a credit has to be asked in the bank. If we calculate the total of Needs of Financing that has to be done to start the company we have a result

TOTAL NEEDS OF FINANCING = 36032 €

Therefore we have asked for a lending of 40000 € to the bank, to returning in 5 years. We have studied the different entities and the one that offers us a better quota is " La Caixa " with the following plan with an interest to 4 %.

[https://portal.lacaixa.es/prestamoshipotecas/prestamoestrellajoven\\_es.html#caracteristicas](https://portal.lacaixa.es/prestamoshipotecas/prestamoestrellajoven_es.html#caracteristicas)

## 2. PROFIT & LOSS

In the account of results we can see if to the company it is or it will be (in case they are predictions) in benefit or losses in the analyzed exercise and what are the reasons of the obtained result.

Of schematic form, the structure of an account of results is:

+	SALES REVENUE (SPONSORSHIP INCOME)
=	<b>NET SALES</b>
-	PRODUCT COST (MEDIA PROJECTS)
=	<b>GROSS PROFIT</b>
-	OVERHEAD
=	<b>OPERATING PROFIT</b>
-	AMORTIZATION
=	<b>NET PROFIT BEFORE FINANCIAL INTEREST</b>
+	FINANCIAL INCOME
-	FINANCIAL EXPENSES
=	<b>NET PROFIT BEFORE TAX</b>
-	TAX
=	<b>NET PROFIT</b>

A card has been elaborated by a period of 5 years to calculate P&L account.

Later there is the explanation of every paragraph.

		1st YEAR	2nd YEAR	3rd YEAR	4th YEAR	5th YEAR
+	SALES REVENUE (SPONSORSHIP INCOME)	60.000,00	70.000,00	80.000,00	90.000,00	100.000,00
=	<b>NET SALES</b>	60.000,00	70.000,00	80.000,00	90.000,00	100.000,00
-	PRODUCT COST (MEDIA PROJECTS)	- 5.000,00	- 5.833,00	- 6.666,00	- 7.499,00	- 8.332,00
=	<b>GROSS PROFIT</b>	55.000,00	64.167,00	73.334,00	82.501,00	91.668,00
-	OVERHEAD	- 62.264,00	- 62.264,00	- 62.264,00	- 62.264,00	- 62.264,00
=	<b>OPERATING PROFIT</b>	- 7.264,00	1.903,00	11.070,00	20.237,00	29.404,00
-	AMORTIZATION	- 1.120,00	- 1.120,00	- 1.120,00	- 1.120,00	- 1.120,00
=	<b>NET PROFIT BEFORE FINANCIAL INTEREST</b>	- 8.384,00	783,00	9.950,00	19.117,00	28.284,00
+	FINANCIAL INCOME	-	-	-	-	-
-	FINANCIAL EXPENSES	- 8.844,00	- 8.844,00	- 8.844,00	- 8.844,00	- 8.844,00
=	<b>NET PROFIT BEFORE TAX</b>	- 17.228,00	- 8.061,00	1.106,00	10.273,00	19.440,00
-	TAX	-	-	331,80	3.081,90	5.832,00
=	<b>NET PROFIT</b>	- 17.228,00	- 8.061,00	774,20	7.191,10	13.608,00

#### SALES REVENUE (SPONSORSHIP INCOME):

It is the income obtained by the sponsorship of the project DELOREAN. We will tell that during the first year we obtain 6 companies with a contribution of 10000 €/year. We are increasing to the following years, with the growth of the company. The aim is to be able to increase 1 sponsor more a year. To increase in 16,6 % our income the first year and this way in an exponential way.

#### PRODUCT COST (MEDIA PROJECTS)

Expenses for the accomplishment of the projects of the students. That is to say, the money that we destine for the productions. We calculate that we destine 1000 € for project. In the first year we can finance 5 projects, therefore 5000 €.

The growth also will go depending on the increase of the benefits in Sponsoring. If we increase the number of sponsors in 1 to the year (16,6 %), also we can increase our annual budget for projects in 16,6 % per year. Therefore it will be increasing exponentially together with the income.



## OVERHEAD (GENERAL COSTS)

Refers to an ongoing expense of operating a business; it is also known as an "operating expense". Examples include rent, gas, electricity, and labour burden.

Personnel: We have a staff of 4. The DG has a salary of 19,600€/year and Department Heads 10,500€/year because they work only part-time.

Colaborators: There has been assessed that for every external member of the Court of Project selection, there are 500 €. In total there are 3 members every year. (1500 €)

Also we have assessed 5 lecturers a year, for a whole of 200 € the conference. (1000 €)

Rents: The rent of the necessary spaces costs approximately 472 to us €/month with the Supplies included. This does a whole of 5664 €/año.

We have decided for placing inside the Technological Park of the Tecnocampus, because we believe that it is a good place to create a major connection between Delorean and the center of studies. Also because it is a space enough recomenable for companies startups because Tecnocampus puts the whole of facilities for example in Networking's relation with others or on having found exterior funding.

Also it is a good place for the students the fact that Delorean is established inside the same scientific and educational Park.

The characteristics of the offices can be in the following link.

<http://www.tecnocampus.cat/ca/empresa/oficines-espais-lloguer>

MK & Promotion: has been decided that for the promotion of the production company 3000 €/year will be destined.

TOTAL = 62264 €

## AMORTIZATION

The amortizations correspond in countable account of the loss of value of the immobilized elements. Amortizing is a financial process in which an expense is distributed in several periods.

We calculate that the useful life of the elements to amortizing is 5 years.

We remember that the elements to amortizing I dream the following ones:

- 2 PC = 1600€
- 1 MAC = 1500€
- Software & programs = 2500€

Is equivalent to 5600 €. Divided in 5 years they give to us a whole of 1120 €/year to amortize.

## FINANCIAL EXPENSES

To start the company a credit has had to be asked to a financial institution of 40000 € to returning in 5 years, and an interest of 4 % as were saying before. Therefore we still have a quota of 737 €/month.

This is a 8844 €/year.

## TAX

Actually in Spain the rates of taxes suppose 30 % of our benefits. Therefore we calculate the same percentage during 5 years, because it does not depend on us that this changes. Only have to be paid if there are benefits. Therefore the first years it does not need.

## TRESURY

The condition of treasury is the result of a set of increases or decreases of the own cash flow of the company. In general these variations of treasury can qualify in:

- Cash flow for operations of the company
- Cash flow for activities of funding
- Cash flow for activities of investment

		1st YEAR	2nd YEAR	3rd YEAR	4th YEAR	5th YEAR
+	Cash receipts from sales	60.000,00	70.000,00	80.000,00	90.000,00	100.000,00
+	Financial incomes	-	-	-	-	-
-	Material purchases	- 5.000,00	- 5.833,00	- 6.666,00	- 7.499,00	- 8.332,00
-	Personnel	- 53.600,00	- 53.600,00	- 53.600,00	- 53.600,00	- 53.600,00
-	Taxes	-	-	- 331,80	- 3.081,90	- 5.832,00
-	Consumptions	-	-	-	-	-
-	Financial expenses	-	-	-	-	-
-	Other expenses	- 3.000,00	- 3.000,00	- 3.000,00	- 3.000,00	- 3.000,00
=	<b>TOTAL CASH-FLOW OPERATIONS</b>	- 1.600,00	7.567,00	16.402,20	22.819,10	29.236,00

		1st YEAR	2nd YEAR	3rd YEAR	4th YEAR	5th YEAR
+	Issue of shares	-	-	-	-	-
+	Long-term loan	40.000,00	-	-	-	-
+	Short-term loan	-	-	-	-	-
-	Dividends	-	-	-	-	-
-	Repayment of loans	- 8.844,00	- 8.844,00	- 8.844,00	- 8.844,00	- 8.844,00
=	<b>TOTAL CASH-FLOW FINANCE ACT.</b>	31.156,00	- 8.844,00	- 8.844,00	- 8.844,00	- 8.844,00

		1st YEAR	2nd YEAR	3rd YEAR	4th YEAR	5th YEAR
+	Property sales	-	-	-	-	-
+	Sale of other assets	-	-	-	-	-
-	Building and constructions	-	-	-	-	-
-	Facilities & Machinery	- 5.664,00	- 5.664,00	- 5.664,00	- 5.664,00	- 5.664,00
-	Financial investments	-	-	-	-	-
=	<b>TOTAL CASH-FLOW INVESTMENT ACT.</b>	- 5.664,00	- 5.664,00	- 5.664,00	- 5.664,00	- 5.664,00

		1st YEAR	2nd YEAR	3rd YEAR	4th YEAR	5th YEAR
=	<b>TOTAL CASH-FLOW</b>	23.892,00	- 6.941,00	1.894,20	8.311,10	14.728,00

Here there is the explanation of every point.

#### CASH RECEIPTS FROM SALES

It is that we get of them sponsors for the sponsorship of our project.

#### FINANCIAL INCOMES

Do not have financial incomes at the moment the first 5 years.

#### MATERIAL PURCHASES

Our purchases it is about budget dedicated to the projects.

#### PERSONNEL

Have to count the salaries of our DG + Chiefs of Department + Collaborators

#### TAXES

Them they are the same that in the PiG. Therefore we calculate 30 % of the total of Benefits, if it exists. From the third year, when already we obtain benefits, we will have to pay rates.

#### CONSUMPTIONS

The supplies are included inside the price of the rent of the offices.

#### FINANCIAL EXPENSES

We do not have in this case.

#### OTHER EXPENSES

Other expenses like Marketing & Promotion.

#### ISSUE OF SHARES

We do not have in a mid-term.

#### LONG-TERM LOAN

We have deposited 40000€ the first year for the lending for that we have asked in the bank.

#### SHORT-TERM LOAN

We do not have.

#### DIVIDENDS

We do not have.

#### REPAYMENT OF LOANS

The same annual quantity in the bank to turn the lending in 5 years.

#### PROPERTY SALES

We do not have any possession at the moment.

#### FACILITIES & MACHINERY

The annual rent that we pay for the offices raises a total of 5664 €.

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## **5. Phase 3: Final Analysis**

### **5.1. Conclusion**

This project is simply a basic guide on how to do the creation of new opportunities to increase the level of the career. The way that both TCM and students get benefits from it.

This project will make that the GMA students feel more prepared to start work on what they like, the audiovisual and media world.

With this work I just want to note that there is a willingness on the part of students to improve the current education system of GMA, and help to improve TCM University.

As for my own experience in doing this work, I am proud to have done, because I think I could give an opinion on the most important parts, and that TCM can do the rest if they want.

I think the work has been well thought out with a great deal of research, and good resolutions to issues raised by the project like the funding research.

I think the professionalization of graduate is a staple for improvement.

I think if there is no money in the school, or government aid, the money is to be sought elsewhere, and the sponsorship is a good choice.

## 5.2. Rating Strengths / Weaknesses of my TFG



*Graphic 11*



### 5.3. References

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- xviii <http://www.creatuempresa.org/es/pasoapaso/Paginas/Creatuempresapasoapaso>



## Appendices

1. Administered to GMA students
2. Focus Group link <https://vimeo.com/user18660839>
3. Aula 103 Interview link <https://vimeo.com/user18660839>
4. Escándalo Films Interview
5. Set up Documents
6. Sponsorship Clip link - <https://vimeo.com/67389029>
7. Actuals practice agreements TCM-Students
8. Economic Study