

BUSINESS GROWTH PLAN FOR

BravaArte Foundation



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APRIL 5, 2025

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I. Executive Summary

Description & Mission

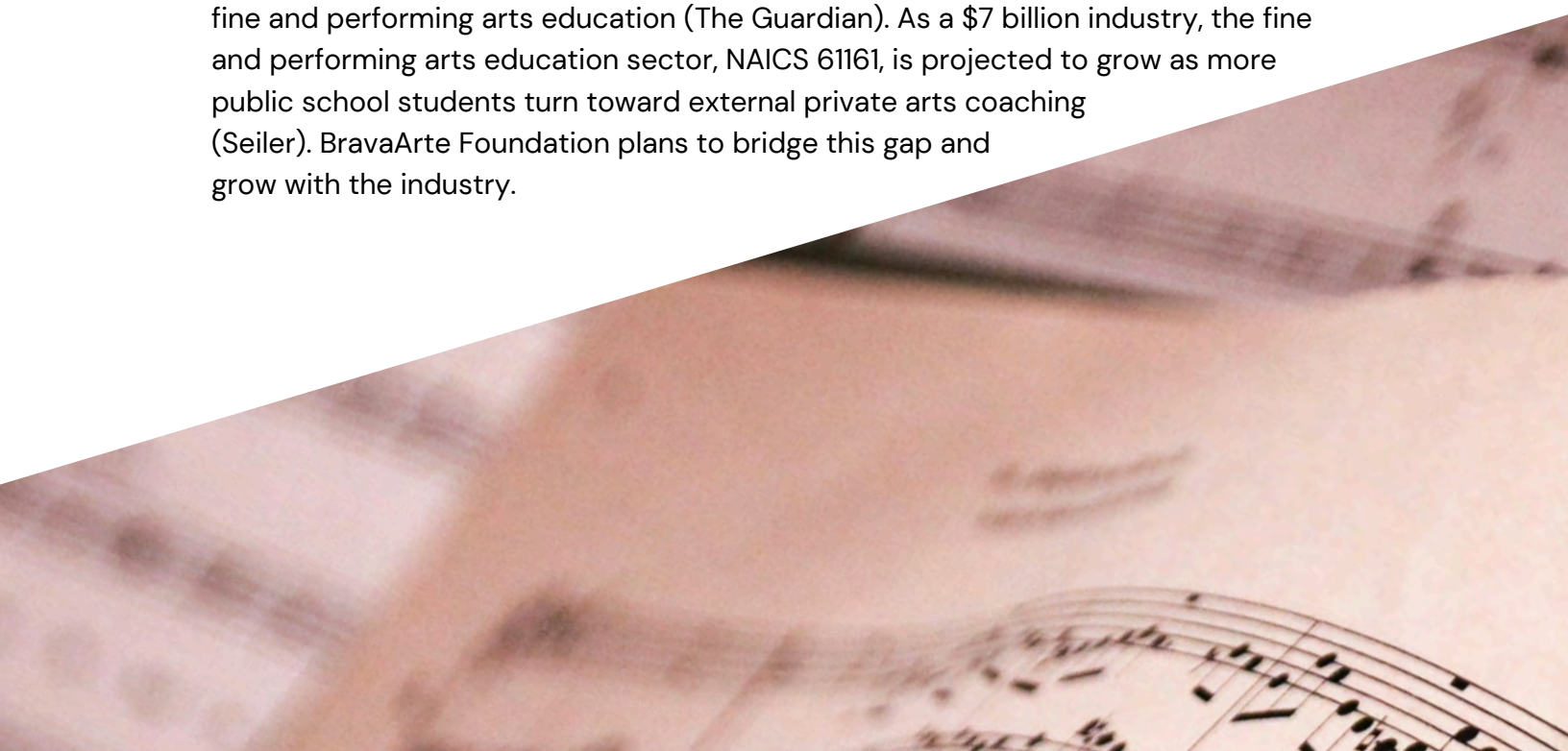
BravaArte Foundation, a 501(c)(3) status organization founded in December 2022 and operated by high school students, aims to make the arts more accessible by bringing communities together over shared passions. Incorporated in August 2023, BravaArte Foundation received its 501(c)(3) tax-exempt status in November 2023. Most profits from operations are further contributed towards aiding low-access communities to receive affordable arts education.

BravaArte Foundation offers various opportunities, including in-person and online lessons; local performances; leadership-in-the-arts programs; and a cost-free competition preparation program. Private coaching and workshops are donations-based or have deductible tuition, based on guidelines set forth by the United States Federal Government.

BravaArte Foundation also provides opportunities for instructors to earn community service hours or receive monetary compensation while sharing their knowledge in and love for the arts. With over 60 staff members from 5 states and internationally, we have impacted over 650 community members from around the globe.

Among the organization's 10+ partners and sponsors, notable entities include the City of Palo Alto in California and ThinkFund.

With the growing utilitarianism of U.S. policy, public education has shifted its focus and funding in favor of the core subjects. As a result, there is a widening gap in fine and performing arts education (The Guardian). As a \$7 billion industry, the fine and performing arts education sector, NAICS 61161, is projected to grow as more public school students turn toward external private arts coaching (Seiler). BravaArte Foundation plans to bridge this gap and grow with the industry.





Company Origins

For founder, CEO, and Custodian of Records Charlotte Qian, dance and classical music has been an integral component of her identity. She began training in the arts at the age of three and has participated in competitions and programs all over the country, including placing 3rd in the MTAC San Jose International Music Competition, competing as a semi-finalist in Youth American Grand Prix, and studying at the Joffrey Ballet School in New York City. It wasn't until she started teaching ballet and creative movement at RISE Nonprofit in East Palo Alto that she realized her true passion was in sharing her love for the arts.

After seeing the power that arts education had on the students at RISE, Charlotte felt compelled to help even more younger students discover the exciting worlds of dance and music.

In December 2022, she set out to widen her scope of impact and began assembling a team of dedicated high school dancers and musicians. From there, the company's operations snowballed into 6 programs, a 60 staff team, and over 10 sponsors and partners. BravaArte Foundation has not only impacted over 600 community members in the Bay Area but has also involved artists and students alike in over 5 states and internationally.

Growth Plan Overview & Strategy

Projected to earn over a \$3.5 million in revenue over the next 20 years of operation, BravaArte Foundation 501(c)(3)'s growth plan relies on not only expanding current operations but also integrating technology, forming key partnerships, and building an effective business strategy by quantitatively analyzing policies and following larger economic trends.

II. Introduction

A. Type of Business & Operations

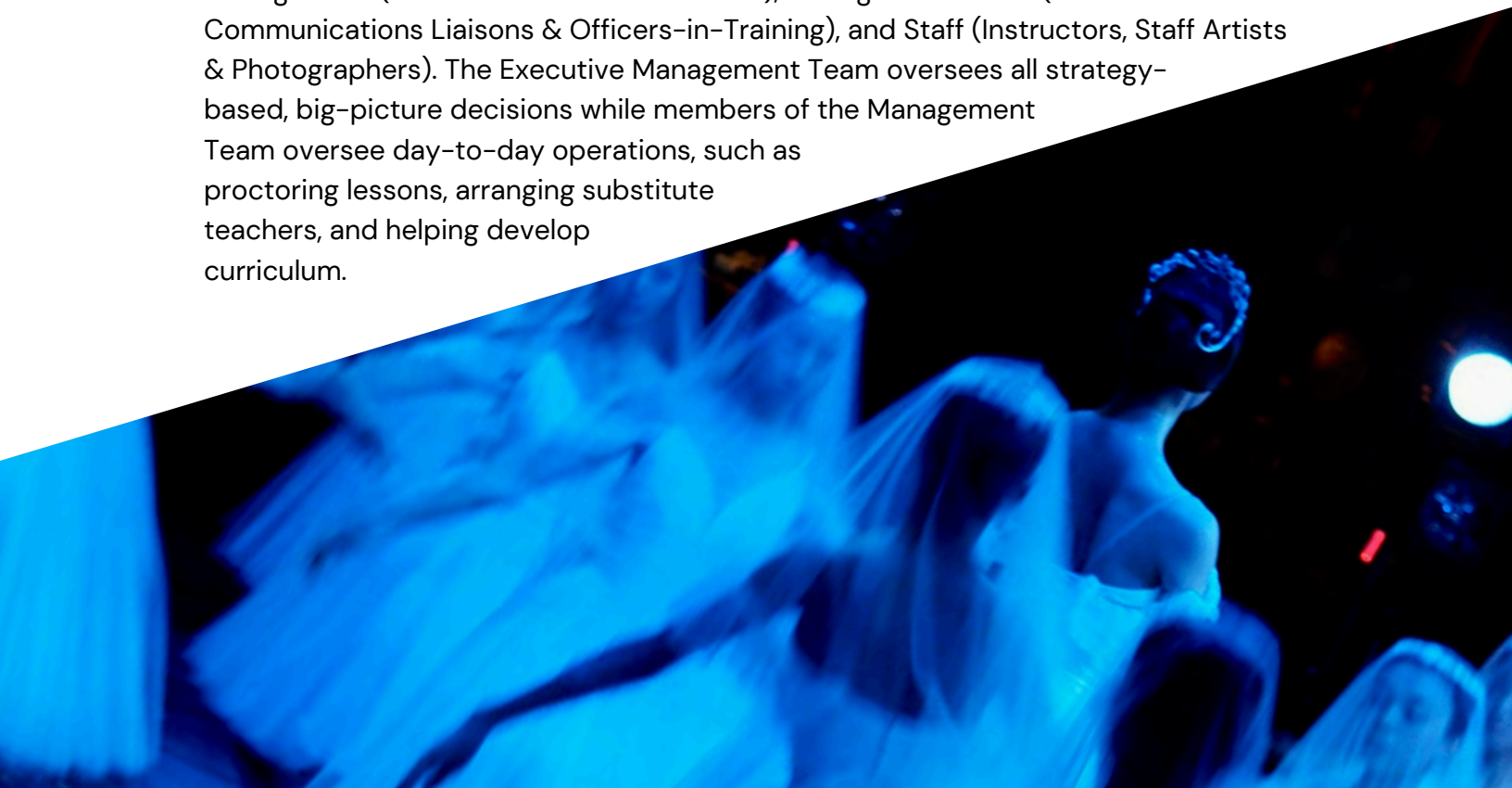
Founded in 2022 and incorporated in 2023, BravaArte Foundation 501(c)(3) runs on the tax-exempt business model. Working with high school students from across the globe, BravaArte Foundation has over 60 staff members and has impacted over 650 community members.

After a selective process and necessary paperwork, our instructors complete a rigorous training program before they are allowed to lead classes, workshops, and programs. Through an extensive twenty-page handbook and quiz, instructors learn everything they need to succeed, from early childhood psychology to parent management techniques. Instructors are also required to retake the test until they score 100% to ensure they have the necessary skill sets needed to succeed.

Our instructors can choose to either receive community service hours or financial compensation and are expected to teach both in-person and online, depending on the customer's preferences.

BravaArte Foundation's main source of revenue is from conducting private coaching and running afterschool programs. Lessons and programs have a recommended tuition of \$40 per hour. Families that are considered low-income by the U.S. Federal Government can apply for tuition deductions.

BravaArte Foundation's leadership is divided into three levels: Executive Management (Officers & Board of Directors), Management Team (Outreach and Communications Liaisons & Officers-in-Training), and Staff (Instructors, Staff Artists & Photographers). The Executive Management Team oversees all strategy-based, big-picture decisions while members of the Management Team oversee day-to-day operations, such as proctoring lessons, arranging substitute teachers, and helping develop curriculum.



B. Products & Services Offered



Private Coaching & Public Workshops

Students can receive specific, both group and individualized feedback in many artforms, including ballet, jazz dance, contemporary dance, folk dance, violin, viola, cello, trumpet, flute, percussion, voice, musical theater, acting, and music theory. Instructors prepare a specialized lesson plan in advance to accommodate every group's and student's learning needs and differences.



Preschool & Afterschool Programs

Instructors travel to the location of the preschool or afterschool at a time of the school's convenience with all necessary class supplies. The curriculum is tailored to each group's specific needs at a higher cost. Our curriculum development team will work with directors and instructors to ensure a supportive and connected learning environment.



Performances & Fundraisers

BravaArte Foundation has organized multiple fundraising concerts for charitable organizations like UNICEF. Taking place in both Northern and Southern California, BravaArte Foundation has raised over \$1000. Students and instructors can showcase their hard work at these events. The next performance is scheduled for late April 2025 in Palo Alto, CA.



Fun Fact:

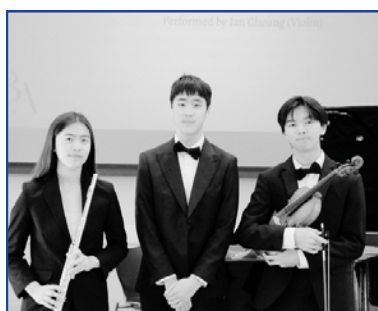
BravaArte Foundation's company color, beige, represents both the color of satin pointe shoes and the hue of yellowed sheet music.



Dance & Music Scholarship Program

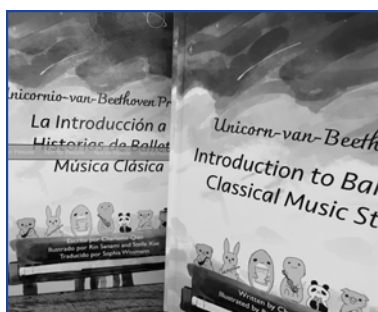
Students who are passionate about pursuing the arts pre-professionally through competition may audition for BravaArte Foundation's scholarship program. Students receive dance and music training in preparation for competition free of cost.

A BravaArte Foundation student recently received "Honorable Mention" at a competition, California Dance Classics, in her age category with a year of training with BravaArte Foundation and no prior experience.



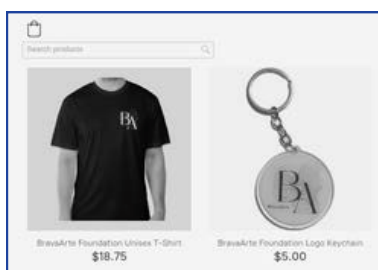
Leadership Programs

High school students who want to learn more about arts, business, and leadership in a hands-on way can apply to join one of BravaArte Foundation's leadership programs and become a part of the Management Team. Officers-in-Training work closely with the Executive Management Team to help oversee logistics and Outreach & Communications Liaisons assist with administrative tasks and staff recruitment.



BravaArte Foundation-Developed Book Series

Titled *Unicorn-van-Beethoven's Introduction to Ballet and Classical Music Stories*, this one-of-a-kind book teaches introductory ballet and classical music history in an approachable way. It's target audience is younger readers and has a corresponding music and dance activity accompanying each chapter. Available in multiple languages and is on Amazon.



Merchandise

BravaArte Foundation's website has an "Online Store" tab that exhibits merchandise, from keychains to t-shirts to our book. The point-of-sale (POS) system we are currently using is Ecwid because it provides a friendly user interface and easily embeds into our webpage.

C. Unique Characteristics

Deviation from Industry Trends

BravaArte Foundation is a part of the visual and performing arts education industry, as well as the publishing industry. Currently, the three companies with the biggest market share in the NAICS 61161 arts education industry are the Stephens Institute, Boston Ballet Incorporated, and the Cleveland Institute of Music, according to the NAICS Association. All of these institutions require significant prior arts knowledge, hefty tuition, and commitment. These institutes also do not provide accessible entry-level classes for older students and only accept students aiming to dance or play music professionally.

Another component of this industry are local independent teachers who often demand students to commit a rigid schedule. These teachers also charge higher tuition, ranging from \$125 to \$205 per hour (Martin).

Unlike the leading competitors in the industry, BravaArte Foundation provides a cost-effective solution to the steep arts education fees and creates a laid-back, recreational environment for students to learn and enjoy the arts.

Accessible and Affordable

BravaArte Foundation aims to offer an affordable option at a fraction of the traditional pricing, with deductions available for families who are considered “Low Income,” as outlined by the Department of Education’s National Free Breakfast and Lunch Program.

Private coaching is around \$40 per hour, but students can apply for deductions and fee waivers. The scholarship and leadership programs are merit-based and entirely free of cost.

Community-Oriented Mission Garners Support

By filing as a 501(c)(3) organization, consumers are more open to supporting our initiatives because of our community-oriented mission statement. This tax structure also incentivizes philanthropists to donate, as their expenditures can be written off and reduce their taxes.

Furthermore, Charlotte’s 2024 research study — conducted under the guidance of Professor Pat Dickson at Wake Forest University — shows a significant difference between the student educational outcomes of for-profit versus nonprofit private high schools, suggesting that the nonprofit model for schools yields better student results.

By choosing the nonprofit structure, consumers will be more incentivized to choose BravaArte Foundation over independent studio owners and large for-profit corporations due to better student learning outcomes. In turn, this increases consumer trust and enrollment, helping us reach wider audiences.

Stand-Apart Pricing

While other organizations have fixed pricing, BravaArte Foundation's programs have more flexible pricing. The recommended amount is around \$40 an hour for all programs.

This means that the pricing model is perfectly price-discriminating and will yield higher total profits. In economics, if a firm lowers its price for one consumer, they must lower the price for all consumers (Figure 1). As a result, there is a significant consumer surplus. Conversely, the perfectly price-discriminating strategy BravaArte Foundation uses charges each consumer the maximum amount that the individual consumer is willing to pay, eliminating both the consumer surplus and deadweight loss (labeled "DWL" in the graph) (Figure 2).

Moreover, BravaArte Foundation pricing policies follow the "Shutdown Rule" from microeconomics, meaning the marginal revenue must cover the variable costs for producing the additional unit sold. Thus, the profit-maximizing rule is followed and operates until the $MR = MC$ point.

For example, if an instructor chooses to receive monetary compensation, as opposed to community service credit, the consumer's tuition can only be deducted until the instructor's compensation. If further deductions are needed, BravaArte Foundation will match the student with another instructor with lower per hour costs.

By setting a pricing policy that is both economically sensible and attractive to the consumer, BravaArte Foundation will not only avoid debt but also amass reasonable profit margins — all while building a wider customer base.

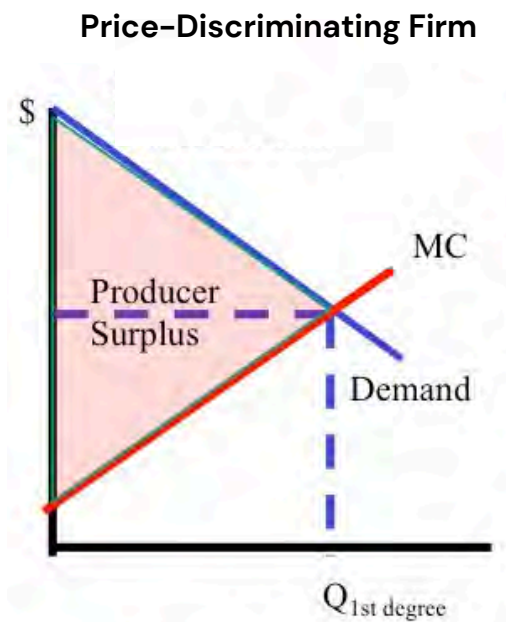


Figure 1

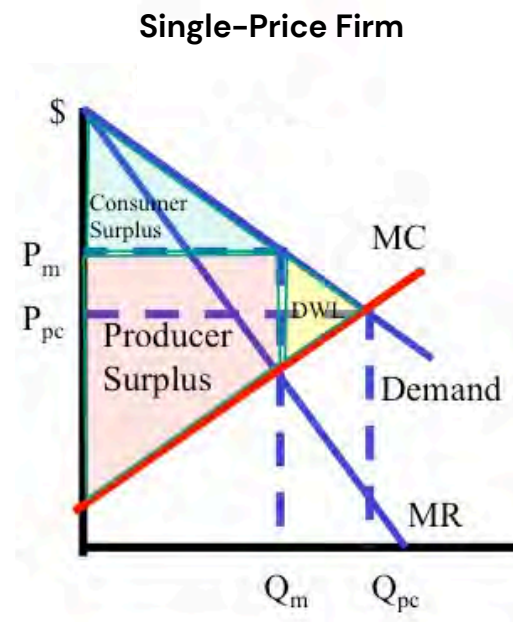


Figure 2

III. SWOT Analysis

Strengths

- Low operating and overhead costs
- Community-oriented
- Addresses a growing need
- Backed by reputable sponsors
- Incorporates word-of-mouth marketing
- Integrates technology but is not fully replaceable by artificial intelligence
- Provides an affordable option
- Tax exempt on a regional, state, and national level



Weaknesses

- No brick-and-mortar location
- Scholarship program heavily depends on donations which can be unpredictable
- No option to bring on investors or initiate IPO process due to the 501(c)(3) status
- Run by high school students — all financial contracts are void in the State of California
- Establishing credibility as a youth-led organization



Opportunities

- Providing online and asynchronous content
 - Storybooks
 - Online, self-paced courses
 - Music theory textbooks
 - Art-themed card games to supplement curriculum
- Integration of artificial intelligence and computer science to supplement existing programs
- Expand into the visual arts lessons sector

Please see the Five-Year Plan section for more details.



Threats

- Other high school student mentoring programs
- Individual volunteers in high school or college
- For-profit companies backed by notable business leaders, educators, and shareholders
- Private coaches, instructors, and professional arts school scholarships
- Increasing negativity towards “elitism” in the arts industry

IV. Five-Year Plan

A. Expansion Opportunities At-A-Glance:

➔ **Print Media & Online Content**

- Textbooks
- Art-themed board and card games
- Asynchronous courses
- Blog and newsletter

➔ **Technological Innovation**

- Integration of artificial intelligence in both back- and front-end operations

➔ **Visual & Fine Arts Lessons**

- Organize open classes and public events for the visual arts

➔ **Partnerships & Sponsorships**

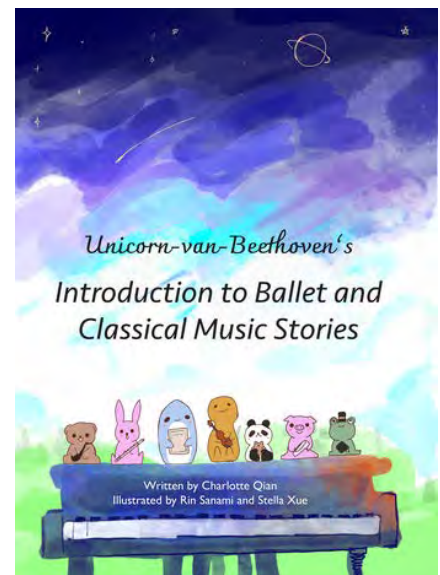
- Maintain current partners and sponsors
- Collaborate with more local and national organizations

Print Media

Music Theory Textbooks for Children:

The textbook industry is a lucrative media industry, valued at \$8 billion in the U.S. and \$200 billion globally (Curcic). However, there are no music theory textbooks currently on the market that teach music theory in a fun way. Furthermore, research shows that learning through invoking imagination yields better outcomes, especially for younger learners (Saracho and Spodek). Thus, BravaArte Foundation will develop a systematic series of textbooks that explain music theory concepts to younger audiences in an engaging, storytelling way.

This book will be a continuation of the first book published in August, titled *Unicorn-van-Beethoven's Introduction to Ballet and Classical Music Stories*.



This is volume one of our 8-part series. Published and copyrighted in 2024, it is used in our preschool curriculum and is currently available on Amazon and Google Books.

Board Games and Card Games:

As previous research has already suggested the importance of play in active learning, BravaArte Foundation's feedback from instructors teaching at preschools and after schools show that implementing tactile and multi-sensory activities help students lengthen their attention spans and retain more information — all in a fun and engaging way.

Currently, a Vaganova-style ballet tarot card set is under development. Its purpose is to prompt creativity and exposure to classical music. A player pulls a music card and a style card to determine the theme of their improv. For example, the music might be Tchaikovsky's June Barcarolle, but the dance will need to improv in a Spanish-folk dance style... the combinations are endless!

Online Content

Asynchronous Courses:

For students who want additional practice or help outside of group workshops and private lessons can watch pre-recorded video lessons and complete worksheets on their own. Homeschool teachers and educators are also able to use BravaArte Foundation's curriculum to bring the magic of the arts to wherever their student's journey takes them.

Pricing will be on a subscription basis and existing private coaching and scholarship students can gain access to the online platform, free of additional costs. This pricing system will incentivize students to sign up for private lessons and help bring in a larger customer base.

Newsletter & Blog:

Using the skill sets of graphics artists, instructors, and reporters on staff, BravaArte Foundation will create a quarterly newsletter that details upcoming events. This pamphlet will be available exclusively online and will be sent out to existing emails on the mailing list. Outreach & Communications Liaisons will also reach out to principals and PTA groups at local elementary and middle schools.

Instructors and staff artists can also create multimedia content about their work in BravaArte Foundation, revealing snippets of behind-the-scenes content while raising brand awareness.

Technology

Technological Integrations:

A leading educational platform that provides asynchronous courses is Khan Academy. However, Khan Academy does not provide real-time lessons in conjunction with its courses and lacks courses in the arts. To bridge this gap, BravaArte Foundation is currently developing a system to automatically generate practice problems in music theory and arts history that gives users real-time feedback. It will also teach the content of arts courses through a video format, similar to Khan Academy, and will be available for the public to access.

On the same webpage, we will link a real-time lesson request form for students to sign up for classes at the simple click of a button. While the platform will be free, it will encourage students to seek extra support and direct them to our private coaching program.

Development Plan & Timeline:

Through volunteer high schoolers and mentors with coding experience, BravaArte Foundation is actively recruiting a Director of Technology to oversee the project. This person would join the team in the next academic school year and will apply in the 2025–2026 recruitment cycle. The system is projected to begin in June 2025 and finish within 1.5 to 2 years.

Visual Arts

Current Visual Arts Operations:

BravaArte Foundation has over 10 staff artists working on projects, ranging from music theory textbooks to animating videos for social media. The visual arts staff works mainly on the administrative and marketing sides.

Visual Arts Private Lessons & Open Workshops:

Similar to the performing arts industry, visual arts can also be a costly and seemingly elitist community to enter. However, BravaArte Foundation hopes to provide segways into the drawing, painting, ceramics, photography, and graphic design spheres by provide both one-on-one private lessons and group workshops that are open to the public. With the continued support of ThinkFund and the City of Palo, BravaArte Foundation will collaborate with these entities to bring the local communities more visual arts opportunities.

Partners & Sponsors

Key Partners & Sponsors



CITY OF
**PALO
ALTO**



SOYA



Target Partners

Local Professional Arts Schools: BravaArte Foundation does not directly compete with professional-training arts because it provides introductory and intermediate education. Partnering with these organization will help acquire lesson facilities in more areas, as well as a place to recruit instructors. After all, many dance and music teachers encourage their students to teach novice artists to better understand the concepts and techniques themselves.

- New Mozart School of Music in Palo Alto, CA
- Opus 1 Music, National
- University music departments

B. New Market Analysis

B. New Market Analysis

Arts Education Industry: With the rise of artificial intelligence and technology, society is turning spending increasing amounts of capital towards the humanities. The arts economy is projected to growth within the next decade, and BravaArte Foundation intends to expand with it.

Target Market: The main target demographic is students in public K-12 schools. There are around 50 million K-12 students enrolled in public schools in the U.S.

Analysis of Competition: BravaArte Foundation has no significant direct competitors. While there are many pre-professional and professional coaches and schools, there is a gap in impact-oriented businesses that provide introductory, accessible, and low-commitment arts education.

C. Marketing Plan

Online Platforms:

- PTA groups & Principal newsletters
 - Leverages staff networks and builds trust between the company and the consumer
- Parent Groups & NextDoor
 - Emphasizes community-oriented mission
 - Reaches most of the target demographic in the area
- Social Media
 - Helps gain credibility and brand recognition on an international level

Partners & Sponsors:

- City of Palo Alto & ThinkFund
 - Active and reputable in the Bay Area
- ChangeForHer & Unforgettables
 - Access to readers and learners in Asia
- Dancers Donate
 - Provides supplies for scholarship students

Scholarship Program:

- Establishes credibility in the competition preparation world
- Creates progress-based comparison content for social media and marketing

Staff Recruitment Trends: Over the past 610 days of operation, BravaArte Foundation has accumulated a staff of over 60 talented artists and leaders, averaging around one recruitment every 10 days, to ensure all programs run smoothly. Figure 1 demonstrates the organization's lifetime recruitment patterns, showing a steadily, always-increasing graph trend. The rapid growth within the [0,100] time period was stimulated by direct-message marketing strategies, which were quickly withdrawn after the $t = 100$ benchmark due to shifting management team priorities. The natural rate of staff growth throughout the [100, 400] time period is positively correlated with $\beta =$

0.0556 members per day; it has a p-value of 1.408×10^{-10} , signifying a strong linear relationship (Figure 2).

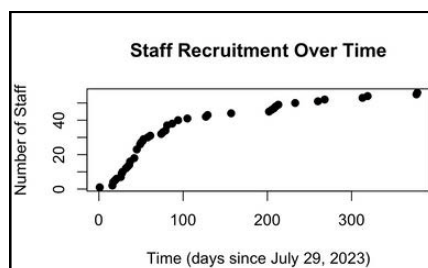


Figure 1

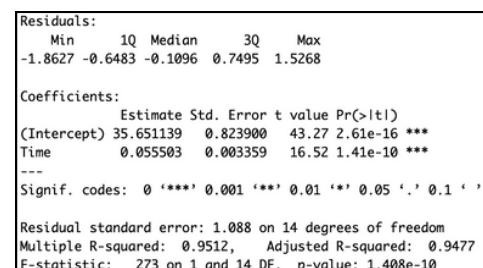


Figure 2

V. Financing Plan

A. Current Financial Situation & Supporting Documents

Profit Loss Statement

Earnings	
Service Revenue	\$1,048
Donations	\$88.10
Fundraising	\$100
Total Revenue & Gains	\$1,236
Expenses	
Licenses & Permits	\$65
Credit/Debit Card Fees	\$20.31
Operational Costs	\$512.66
Total Expenses	\$598
Pre-Tax Income	\$638
Net Profit	\$638

B. Fixed Overhead Costs

Permits, Licenses, and Legal Filings:

1. Statement of Information	\$20
2. Palo Alto Business License Renewal	\$20
3. Form 990	\$25

2024 Operational Fees:

1. Website Domain	\$20
2. Zoom Subscription	\$150
3. Workshop Supplies	\$288
4. Office Supplies	\$75

**All event and company insurance is covered by BravaArte Foundation's sponsor, ThinkFund and the City of Palo Alto

Total Fixed Costs: \$598

BravaArte Foundation has lower overhead costs because we integrate a "no losses" investment and spending strategy where each operation must at least break even for that product or service to be offered continuously.

Balance Sheet

Assets		Liabilities	
Cash Assets	\$753.45	Current Liabilities	\$427
Petty Cash	\$177.00	Accounts Payable	\$0
Accounts Receivable	\$320.00	Notes Payable	\$0
Equipment	\$1,300.00	Long-term Liabilities	\$0
Intangible Assets	\$2,040.00	Taxes	\$0
Total Assets	\$4,590.45	Total Liabilities	\$427

C. Capital Needed for Expansion Opportunities

No significant capital is needed for expansion opportunity. There may be some sunk costs in the research and development (R&D) of both the print media and the new online platform, but it is expected not to exceed \$1000 within the next year, given the reliance on the volunteer-based model. Conversely, acquiring new sponsors will increase overall capital gains and produce economic profits.

In the process of acquiring national and international distributors for our current print media, we may require a loan of \$5,000 to \$10,000 to fulfill orders, or bridge the gap in between placing the order for around 1000 copies to the time it takes for the distributor to pay us in full.

Because we do not expect a need for significant funding to implement this growth plan, we are unlikely to take out loans in the future and will continue reinvesting profits to the R&D and growth process.

D. Time to Achieve Profitability

Within six months of foundation, BravaArte Foundation has been profitable from revenue generated by products and services. Its sunk costs and variable costs have all been covered by the revenue and has an economically profitable business model. By continuing to use the lean start-up model and reinvesting wealth with allocative and productive efficiency, we will continue on the path of financial flexibility and operate on completely debt-free margins.

Long-Term Customer Retentions

BravaArte Foundation's growth and operations relies heavily on statistics, optimization, and quantitative analysis. The below matrix shows the a non-stationary Markov chain that models the acquisition and loss of customers based on conservative estimation from data collected in previous years. The variable, x , represents the number of years passed since 2024.

		Next Year			
		Potential	Current Schools	Current Private	Quit
Current Year	Potential	$1-1.5^x/8400$	$4 \times 1.5^x/117000$	$10 \times 1.5^x/117000$	0
	Current Schools	.04	.94	0	.02
	Current Private	.05	0	.93	.02
	Quit	0	0	0	1

Taking the values in the first three rows and columns of the canonical-phase matrix above, we can derive the equilibrium vector through the I-matrix by adding $I + Q + Q^2 + Q^3 + \dots + Q^x$. As a result, $C^{20} = [.087, .595, .01]$ when we set $k = 20$ years. This means that as more time passes, we are projected to acquire around 60% of preschools and afterschool as clients and 1% of all private arts students, leaving around 8% of undercoverage in the entire U.S. population.

Corresponding the matrix to long-term profitability, the equation below is an underestimate of the total lifetime revenue, depending on how many years, k , has passed since 2024. Thus, within 20 years, BravaArte Foundation has the potential to make a lifetime revenue of around \$3.5 million, accounting for 3% inflation and the retention rates calculated above.

$$\text{Lifetime Revenue} = \int_0^k 2280 \cdot 2.266^k dx + \int_0^k 9600 \cdot 2.266^k dx$$

VI. Conclusion

BravaArte Foundation, a U.S. 501(c)(3) nonprofit organization with both domestic and international operations, will actively seek opportunities to expand its reach and connect with a broader audience. This practical, low-cost, and easily executable growth strategy will help streamline operations by integrating technology, innovation, academia, and creativity to maximize efficiency. The myriad opportunities within the performing and visual arts industries offer not only a wide-ranging demographic but also a strong foundation for fostering community engagement through the arts. Structurally, BravaArte Foundation has minimal competition, low operational costs, and adaptability to evolving market demands. We believe we are well-positioned to continue growing alongside the arts sector while pursuing initiatives that center around the needs and interests of its audience.

Arts education should not be privilege, and we hope to build a community where it is an essential part of every student's academic journey. By bridging communities together, we will continue to create opportunities for students to explore and nurture their artistic passions confidently.

Thank you for your support!



BravaArte Foundation's Northern California executive management team, staff, and performers after raising over \$700 for UNICEF at a benefit concert in Palo Alto, CA.

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