

CHALLENGES AND SOLUTIONS FOR THE IMPLEMENTATION OF A CULTURAL PROJECT

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Abstract: This paper presents the practical implementation of a cultural project through the organization of a children's choir tour in Italy, aimed at performing concerts at the Romanian Embassy and the Academia di Romania in Italy. The study will analyze the logistical aspects required for the project's execution, including the allocation of human resources, feasibility assessment, and the development of a detailed media and promotion plan. Additionally, an estimated budget will be created, along with a study on risk management and the project's long-term sustainability. The paper emphasizes the interdependence of the implementation stages, all coordinated through efficient project management to ensure the project's success and continuity.

Keywords: cultural project management, children's choir, logistics, risk management, sustainability, event organization

1 INTRODUCTION

Quality represents "the totality of features and characteristics of a product or service that has the ability to satisfy the current or potential needs of consumers" (Otel, C.C., 2006), and music fits perfectly into this definition.

Listening to quality music is indeed a profound component of a balanced and mindful lifestyle, enriching us on multiple levels. Firstly, music impacts our internal visual imagery, inspiring imagination and enhancing our perception of the world. (Klickstein, 2009)

Whether it involves classical music, jazz, or other genres that challenge the senses and stimulate thought, every auditory experience opens new perspectives and colors within our inner lives.

Neurological research conducted by Despins (2009) and Schneider (2002) presents evidence illustrating that music is an activity engaging both hemispheres of the brain and influencing its plasticity. The potential of classical music is immense, positively affecting music enthusiasts of all ages, with its transformative power surpassing the bounds of a mere pleasant activity.

Quality music also supports spontaneity, offering a channel for us to experience and express emotions authentically. By listening to music that challenges or surprises us, we maintain openness to change and flexibility in the face of unpredictability. It becomes a way to constantly adapt, synchronize with the rhythm of life, and connect more deeply with our emotions.

Additionally, music is a form of expression that allows us to experience and share complex emotions. Often, through music, we can give voice to feelings that are difficult to express in words—whether joy, sadness, longing, or exuberance. It helps us connect with our emotions and fully experience them, facilitating more sincere and profound communication with those around us.

The lack of national cultural policies is acutely felt in public cultural institutions. The absence of a clear national vision for cultural management results in strategies that are often reactive and localized, lacking integration into a unified national direction. Local and regional efforts exist but do not benefit from broad support through a coherent cultural policy. There is a significant need for collaboration with the private sector and attracting alternative funding to compensate for budget shortfalls. However, this remains challenging due to limited infrastructure and resources dedicated to developing such partnerships (Teglas Unguresan & Cordos, 2024).

The purpose of this paper is to contribute to the field of music management by offering an analysis of the implementation of a cultural project. In the context of promoting culture and music education, organizing a children's choir tour in Italy represents a unique cultural initiative, combining artistic talent with the aim of strengthening diplomatic and cultural ties between Romania and Italy. The tour, which will include concerts at the Romanian Embassy and the Accademia di Romania in Italy, stands not only as an artistic event but also as an effort to promote Romanian cultural values within prestigious institutions.

2 LOGISTICS FOR THE PROJECT'S IMPLEMENTATION

The logistics will largely be provided by the Romanian Embassy in Rome, the Accademia di Romania, as well as the Cluj-Napoca City Hall, the Romanian National Opera in Cluj-Napoca, the "Gheorghe Dima" National Music Academy, and the colleges, high schools, schools, and kindergartens involved in Cluj-Napoca.

Direct participants in the project include: 44 children aged 5 to 18, 2 violin students from the National Academy of Music "Gheorghe Dima" in Cluj-Napoca, the choir conductor (music teacher) from Cluj-Napoca, a sound technician, a lighting operator, two volunteer image operators (photography and filming) working in Rome for the Romanian Embassy in Italy, an accountant from Cluj-Napoca, an artistic manager, a PR expert responsible for event promotion.

Additionally, a director and a choreographer will assist with the children's choir throughout rehearsals in Cluj-Napoca; however, they will not travel to Rome.

Logistics required for the successful organization of "The Magic of Music" tour by the *JUNIOR VIP* Children's Choir from Cluj-Napoca in Rome, Italy, include:

- rental of a 51-seat coach with two drivers for the transport of 44 children, 2 students, and 5 adults (choir conductor, artistic manager, PR expert, doctor, accountant) who will also act as chaperones;
- accommodation for five nights in Rome at Ibis Style Roma Eur Hotel (August 15-20, 2025);
- meals: breakfast, lunch, and dinner for five days (August 15-20, 2025);
- stage setup including two projection screens for long-distance visibility;
- sound equipment;
- materials for audience delimitation – chairs and barrier elements.

The Romanian Embassy and the Accademia di Romania provide complete sound equipment, lighting, a mobile stage, and projection screens.

The Romanian National Opera in Cluj will offer stage costumes, props, a rehearsal room in Cluj-Napoca, as well as a piano and an electronic organ for the young artists.

3 HUMAN RESOURCES ALLOCATION AND MANAGERIAL FEASIBILITY ANALYSIS

One of the biggest responsibilities of the project manager is the allocation of human resources (the project team and artists proposed for the realization of the project), logistical (organizational) resources, financial (materials), and informational resources. Human resources are represented by the people targeted for the creation of the organizing team, as well as those who will carry out the content of the event.

The success of the project depends largely on the human resources available to the JUNIOR VIP Cultural Foundation, the relationships it has, and how these elements are properly utilized. It is essential to select the right people and institutions, those with the necessary skills and expertise for the tasks they need to perform in the project.

This human resource allocation strategy must be implemented before the project begins and should ideally follow the action plan that has been developed, through the elaboration of the already described stages.

It is well known that the role of active managers is largely (85-90%) filled with team management activities, staying in contact with participants and service providers, so the fate of a project is not only in the hands of the manager but also, and most importantly, in the hands of the organizing team and many other collaborators (Kerzner, 2022).

Teamwork is essential for the success of the project, for achieving the desired performance. The diversity of the team adds to performance and leads to better results, more effective problem-solving during the project.

a) *Members of the Implementation Team*

- Manager: the choir conductor
- Artistic Manager: responsible for the implementation and coordination of organizational activities
- Choreographer
- Director

b) *Human Resources Needed for Project Implementation*

Human resources are those responsible for producing cultural events, particularly creating music. From a marketing perspective, the members of the artistic team are key image indicators (tracers) for promoting the tour (Radbourne et al., 2009). In this regard, programs will be developed to foster a connection between the audience in Rome, Italy, and the young artists.

- Choir Conductor: A professor graduate of the Conservatory, a sociable, child-loving, creative, responsible individual with vast experience, organizational skills, a team spirit, and fully dedicated to their work;
- Artistic Manager: The artistic manager will handle contacting and negotiating the contractual terms with the two institutions in Rome (the Romanian Embassy and the Accademia di Romania), contracting everything related to concert organization, providing specialized consultancy for market targeting and audience selection, organizing entertainment activities for children during their stay in Rome, securing sponsorships, and handling volunteer recruitment. The artistic manager will also inform the beneficiaries about schedules and collaboration conditions, draft and finalize contracts, and monitor the execution of performances in accordance with agreed terms (including payments, accommodation, transportation, program duration, performance times, etc.). Additionally, the artistic manager will manage all aspects of artistic performances, travel arrangements, the tour, and will ensure optimal technical

conditions for the events, seeking alternative solutions in cases of force majeure or crisis. They will focus on the choir's needs and the connection between the artistic act and the audience, providing quick, competent, and optimal solutions to any problems that arise, with the aim of satisfying the wishes of the young artists and the audience;

- Foreign Coordinators (2 persons): press and cultural advisors from the Romanian Embassy in Rome and Accademia di Romania;
- Event Presenter: the choir conductor;
- PR Expert for Online Segment (1 person): the PR expert will manage the creation of YouTube and Facebook channels, maintain ongoing communication with journalists, handle online posts, live broadcasts, interviews with personalities, and gather data to assess the event's impact;
- Financial Expert (1 person): economist;
- External Transport Company (2 drivers): bus transportation for the tour;
- Technical Support Company: provides stage, sound system, lighting, and TV screens for projections;
- Doctor: responsible for the health and well-being of all individuals participating in the tour.

c) Managerial Feasibility Analysis

At the beginning of the project's conception, the scope of activities and resources required for organizing an international tour of such scale were not fully realized. As the project was detailed and the requirements of each stage were applied, the following aspects were identified:

- Several issues were discovered that needed to be addressed and transforming them into specific objectives led to their resolution through the allocation of precise activities, specific resources, and the involvement of specialists to handle their implementation;
- The need for greater attention to the details and importance of each activity that

contributes to the successful achievement of the established objectives was observed;

- Special attention to every detail increased the number of activities involved in achieving the objectives;
- The target group and beneficiaries expanded compared to the initial plan;
- Greater involvement from the authorities would contribute to promoting the tour, facilitating the rapid transmission of the message to the target audience and increasing its impact;
- Considering that the event is in its first edition and such an event, aimed at all age groups with children as the main participants, has not been organized in Rome before, this initiative is considered the most important starting point for increasing the visibility of choral music activities in Cluj-Napoca.

As a result of these findings, it is considered that the project is becoming increasingly feasible. It is estimated that organizing future editions, along with sustained activity in the public space between editions, will have the desired impact.

Between the initial phase and the completion of the project, the following conclusions were drawn:

- Each activity was carefully analyzed and examined in detail;
- The necessary resources for implementing the project were allocated specifically;
- The implementation of activities required the allocation of additional resources compared to the initial plan, involving more members in the project team and an increase in the number of tasks;
- The importance of marketing in a managerial project was realized with the observation that only through a well-conceived marketing strategy will the message efficiently reach the target group. As a result, the budget allocated for promotional activities was significantly increased;

- The budget was structured in a realistic manner;
- The expansion of the target group and beneficiaries was acknowledged.

4 THE PUBLICITY AND PROMOTION PLAN

Media coverage in the public sphere plays a very important role in the success of the event, as without it, the project would remain just an idea. Once the objectives and activities have been set, the target audience and budget identified, the team responsible for developing and implementing the tour will think about ways to publicize the events through the media. The promotional tools can be online, traditional, or a combination of both, to ensure the planned events, achieve the desired success (Allen, 2009; Schafer-Mehdi, 2008).

The concert "The Magic of Music" will be broadcast by TVR Cluj (a public national channel), Radio România Muzical (a public channel), and Radio Cluj, as well as online on the project's dedicated platforms (Facebook, website, YouTube, Instagram).

The communication process will follow these stages: informing, attracting, and retaining.

4.1 *Number of news, interviews, articles*

- An interview with the choir conductor and its members on radio and TV;
- An interview with the Chief School Inspector of Cluj County on Facebook, Instagram, and YouTube pages;
- 5 press releases sent by the journalist accompanying the group to "Monitorul de Cluj," "Il Romeno" (a Romanian newspaper in Italian), "Gazeta Românească" (the Romanian newspaper in Italy published since 2000), "Trova Roma," and "Contrappunti";
- 10 online press appearances;
- Press releases to embassies and educational institutions – those responsible for informing

the public expected at the concerts, partnerships with potential websites in Rome for online promotion.

4.2 *Promotional products*

- The PR expert will create a Facebook page for the concerts;
- The creation of a website, which will be managed by the artistic impresario, hosted by HOST-AGE, 85 RON/year, where all concerts will be posted. The subscription includes 5 GB SSD space, dedicated IP, 50% CPU/200M RAM, guaranteed Uptime: 99.98%, Backup, 1 MySQL database, unlimited email addresses, SSL certificate included, unlimited traffic, virus scanning, cPanel interface, free site and email transfer from the provider;
- The PR expert will create a YouTube channel where the concerts will be broadcast live. This channel will also feature videos and commercials made by the expert with the performances of the JUNIOR VIP Children's Choir;
- The economist (financial manager) will ensure the printing of flyers (100 pieces), brochures (50 pieces), pamphlets (30 pieces), A2 posters (20 pieces), and programs (200 pieces) (1.08.2025 – 15.08.2025), which will be distributed in Rome or displayed at the concert venues in Rome by volunteers. Printing costs: 300 RON (for paper only, as printing is sponsored by Daisler Print House);
- Electronic posters (rollups), electronic banners (entrance to the embassy, parks), short promotional videos (20 seconds) distributed online on media channels by the PR expert and provided by the press and cultural advisors from the Romanian Embassy in Rome and the Accademia di Romania;
- Official Instagram page created by the conductor;
- Advertisements in the press managed by the PR expert;
- After each concert, the concerts will be replayed on TV and radio (3 re-broadcasts on

- local TV and 7 radio broadcasts), which is made possible by the partnership with TVR Cluj, Radio Cluj, and other media channels;
- Concerts (16 and 19.08.2025)
 - Promotional video, on the internet (Facebook, YouTube) and during concert breaks; broadcasting of media spots managed by the PR expert;
 - 200 CDs with recordings of the choir made in a recording studio with an artist the JUNIOR VIP Children's Choir has performed with on stages in Romania. The CDs are sponsored by Banca Transilvania Cluj-Napoca;
 - Virtual electronic archive with photos and videos from festivals held in other locations in the country and abroad, for promotional purposes – presented to obtain funding from the Cluj-Napoca City Hall to support the project. This archive was created with the help of the choir members' parents, the conductor, the Cluj County School Inspectorate, etc.

4.3 Partnerships

The partnerships formed for the realization of the project are based on the following principles: all involved partners must contribute to the implementation of the project according to the funding request as well as the partnership agreement; partners are required to adhere to the rules concerning conflicts of interest and the regime of incompatibility. The members of the partnership understand and accept that they will be individually accountable to the project manager for fulfilling the commitments each has made in the project implementation, in accordance with the funding request. The partnership agreement enters into force on the date it is signed by the parties and ceases to be valid on the date the funding contract is terminated. (<http://mfe.gov.ro/pocu/2-4-aspecte-privind-proiectele-in-parteneriat/>)

The partners who can support this activity with human or financial resources are:

- The Embassy of Romania in Rome, Italy;
- The Accademia di Romania, Rome, Italy;
- The Local Council of Cluj-Napoca, which can provide financial support for this activity;
- The City Hall of Cluj-Napoca, providing financial support;
- The Romanian National Opera in Cluj-Napoca, through material and human resources, access to the hall for rehearsals, stage costumes;
- The National Academy of Music "Gheorghe Dima" in Cluj-Napoca, through human resources (professors, students);
- The Cluj County School Inspectorate, which can support with human resources;
- Sigismund Toduță Music College in Cluj-Napoca, through human resources (professors, students);
- The colleges, high schools, schools, and kindergartens involved (partners), through human resources (teachers, students);
- Partner media channels (newspapers, radio: Radio România Cultural, television stations: TVR Cluj), through promotion;
- NGOs, through financial, material, and human resources, etc.

4.4 Potential private sponsors

The potential private sponsors for the project could include:

- Transylvania Bank Cluj-Napoca;
- Hotel Ibis Style Roma;
- Creatis Sound and Lights Cluj-Napoca;
- Daisler Print House (responsible for creating the visual aspects of the event, such as logo design, posters, and product personalization).

4.5 Potential sources of funding

- Cluj-Napoca City Hall;
- Parents of the children.

4.6 Fundraising

The following fundraising package is presented in Table 1:

Table 1. Fundraising package

Basic package 500 euro	Silver package 500-1500 euro	Gold package 1500-3000 euro	Diamant package 3000-6000 euro
Promoting the donor through written materials and dedicated sessions (thanks or mentions at the end of the concert). Including the company logo in promotional materials with high visibility (in accessible spaces: banners in squares, downtown, electronic roll-ups). Distributing promotional flyers that also feature the sponsor.	(in addition...) Promoting sponsors on social media platforms with the help of media partners. Inserting links to the sponsors' websites on pages dedicated to the artistic event. Awarding certificates of appreciation/thanks at the end of each concert. Promotional materials with the donor's logo (notebooks, pens, calendars). Discounts for artistic services.	(in addition...) Visibility at the international, national, local, online, and offline levels. Promoting the logo in press releases, radio-TV spots, and online and offline advertising materials. Creating promotional video materials that feature elements specific to the donor. Team building artistic services included in events coordinated/organized by the donor. Free concerts performed by the Junior VIP children's choir (specific activities) for the company's employees and their children.	(in addition...) Setting up promotional stands. Access to the database, email list of event participants to promote their own offers. Reserving special seats (front rows) at important events. Musical program for employees at a team-building event. Organizing interactive events (with an educational or "relaxation" component). Meetings with counterparts from outside Romania to establish business connections.

4.7 Monitoring and evaluation indicators

- Random interviews with some people from the audience, the conductor, and the Romanian Ambassador in Italy during the concerts;
- The number of views on social media for the Facebook/Instagram page;
- The quality of the audience;
- The number of appearances and the quality of articles in print and online media.
- The number of participants during the concerts.
- The creation of analytical surveys aimed at gathering information from the attendees who participated in the concerts.

The advantage of using the questionnaire is that it is inexpensive, does not require much effort from the person administering it, and in most cases contains standardized answers.

In the example below, both open-ended (unstructured) questions, where the individual freely expresses their opinion, and closed-ended (structured) questions, with response options for conducting quantitative research, have been used. Opinion questions (about the views of those who attended the concerts) were also included. The questionnaire is administered digitally.

Event Feedback Questionnaire

This questionnaire is addressed to individuals in Rome who attended one of the JUNIOR VIP Children's Choir concerts from Cluj-Napoca. I am the artistic manager of the choir, and the results provided will be used to support future improvements in the organization of the choir's events, as well as to assess the satisfaction of the cultural and entertainment needs of those surveyed. The questionnaire is anonymous, and your participation is voluntary. Thank you for your participation!

Personal Information (Optional)

Name (optional): _____

Age:

- Under 18
- 18-25
- 26-35
- 36-50
- 51+

1. How did you find out about the event? (please select one answer option)
 - Internet
 - Press, radio/TV
 - Friends
 - Other means
2. Are you satisfied with the quality of the event? (please select one answer option)
 - Very satisfied

- Satisfied
- Somewhat satisfied
- Unsatisfied

3. Please evaluate the following aspects of the event. (please mark your answer with an X)

	Excelent	Good	Neutral	Poor
Parking and guidance				
Junior VIP children's choir performance				
Program schedule				
Available facilities				
Event schedule				

4. What did you like the most about our event?

Your answer:

5. Based on your experience at this event, how likely are you to attend such concerts again? (please select one answer option)

- Very unlikely
- Unlikely
- Likely
- Very likely
- Extremely likely

6. On a scale of 0 (very unlikely) to 10 (very likely), how likely are you to recommend this type of event to relatives, friends, or colleagues?

7. Would you like your children to be part of a children's choir? (please select one answer option)

- Yes
- No
- I don't know

8. Do you have suggestions for improvements for future editions? Your answer:

Thank you for your participation!

5 BUDGET AND EXPECTED RESULTS

5.1 Budget

No.	Indicator names	TOTAL (lei)	TRIMES I 2025	TRIMES. II 2025	TRIMES. III 2025	OBS.
<i>I.</i>	<i>REVENUES - TOTAL, of which:</i>	<i>71411</i>	<i>14000</i>	<i>31148</i>	<i>26263</i>	
1.	Beneficiary's contribution (a+b)	64411	14000	24148	26263	
a)	Own contribution	6000	2000	2000	2000	Funding from parents
b)	Sponsorships	58411	12000	22148	24263	Sponsorship contracts
2.	Non-refundable funding from the local budget of the Cluj-Napoca City Hall	7000	-	7000	-	Cluj-Napoca City Hall
<i>II.</i>	<i>EXPENSES - TOTAL, of which:</i>	<i>71411</i>	<i>-</i>	<i>21265</i>	<i>50146</i>	
1.	Transport	21263	-	-	21263	4252 EUR (1 euro= 5 lei)
2.	Accommodation and meals	47733	-	20000	27733	52 people; 36.72 Euro/person/night (1 euro= 5 lei)
3.	Consumables	200	-	200	-	Foto, batteries etc
4.	Services	300	-	300	-	Xerox, phones, fax, mail letters, website hosting subscription
5.	Administrative	1265	-	265	1000	Group health insurance; food for the trip
6.	Prints	500	-	500	-	Xeroxed sheet music, leaflets, programs, posters, etc
7.	Other expenses	150	-	-	150	Medication needs
TOTAL		71411 lei				

Since the expenses required for this project, calculated at a total value of 71,411 lei, exceed the financial capabilities of the families from which the children and young people involved in the project come, the only viable option for completing our artistic endeavor remains non-reimbursable funding or sponsorship to support the expenditure items (transport, accommodation, meals, correspondence, TVR cameraman, TV and radio advertising) outlined in the project.

5.2 *Expected Results*

5.2.1 Qualitative results

- Increasing the visibility of the choir;
- Growing interest from agents and requests for performances;
- Guiding young people toward conventional concert venues rather than predominantly unconventional ones - bars, pubs, restaurants;
- Providing a musical alternative, offering extraordinary concerts compared to what is currently available;
- Offering cultural education through explanatory concerts that help form taste and interest in classical music.

5.2.2 Quantitative results

- Doubling the number of young spectators for this type of concert;
- Producing a DVD with the concerts;
- Reducing the average age of the target audience to 30 years old;
- Lowering the cost per performance for each concert, making it more attractive for the audience to attend without the difficulties imposed by financial issues or cultural prejudices.

6 RISK MANAGEMENT

Throughout the implementation of such an activity, numerous unforeseen situations and risks may arise, which we will attempt to prevent and resolve to the extent possible. These unwanted events can partially or completely block the achievement of the results. Some of these situations can be anticipated from the beginning, while others may appear during the activities in forms we did not expect.

Risk management begins with the objective and realistic identification of critical situations that may lead to the inability to achieve the assumed objectives. These risks manifest either in relation to external factors or internal resources that could favor the emergence of unforeseen situations, such as: human resources (e.g., the inability of artists to participate in the event), financial resources (lack of funds or changes in costs for certain services or products provided, unexpected expenses, absence of funding for scheduled activities); logistical and technical resources - equipment malfunctions used for running the events, problems that may arise in the transportation of children or musical instruments; promotion methods (weak impact and low public attendance at events), knowledge of the competition (conducting similar actions simultaneously in the same region with a similar organization, which may affect cultural consumption interest and divide the public between the institutions active at that time).

For example, if key individuals involved in the project become unavailable for objective reasons, they must have a substitute who is up to date with what has been achieved so far. If there are disruptions in the normal course of transportation, urgent alternatives must be found with other transport companies.

There is also the *technological risk*. If there are failures in various sound, recording, photo, filming, or lighting installations, reserves must be ensured through partnerships with companies that have these installations and can quickly replace them. In the event of a power outage, we

ensure that both locations hosting the concerts are equipped with backup generators.

The situation must be well managed when activities may take place in the same location during the same period. The *risk of space availability* is eliminated by reserving the venues in advance for the shows.

Environmental risks arise when weather conditions are unfavorable (rain, floods, heatwaves, earthquakes, volcanic eruptions, natural or accidental disasters, etc.).

Another significant risk is the extension of the quarantine period due to the COVID-19 virus, which may prevent travel to Italy. In this case, the event will be postponed because its experiential component is the distinguishing element that cannot be provided in a virtual environment. To create a consistent and strong brand, we need human interaction between guests and participants.

The *political risk* of the project depends on the political stability of the country, the government, peace, tranquility, and stability in the area where you are traveling (Nedelcut & Andries, 2019).

Legal risk arises from the project's dependence on the applicable legislative regulations both in Romania and in Italy.

For any unforeseen situations, we must consider human resources that can address these issues as quickly as possible.

Risks also arise from the possibility that the project cannot be implemented due to the high financial and logistical resources required, which can only be secured by finding donors, as the costs for accommodation and meals for the staff are quite significant (Nguyen, 2019). This risk can be mitigated through well-planned and sustained fundraising actions.

Every project involves an outcome. The lack of fulfillment would generate suffering and frustration among the children in the choir, as the effort made by each chorister to harmonize with others, the technical work, concentration, and striving to reach the "state of grace" require

long-term effort, perseverance, and motivation. It is important for an artist on the path of becoming to feel the feedback of their dedication. Expressing yourself as a representative of your culture in another cultural area is a challenge for expressing artistic experiences. You are placed in a situation where you need to find the optimal way to communicate with a new audience, which may have vague references regarding your cultural and human essence, and at the end of the artistic act, it should become part of a spiritual and emotional experience beyond any prejudices, barriers, and linguistic, political, or social reasons. The effort and success of such a project mean the joy of looking Europe and the world in the eye with the certainty that you are just as good and valuable through what you represent as an identity.

Risks cannot be eliminated from the life of any project (Popa & Gulie, 2018). All we can do is try to anticipate them, monitor them, manage them efficiently, minimize them as much as possible, and remain constantly innovative and ever-present to resolve problems that arise quickly.

7 THE SUSTENABILITY OF THE PROJECT

The sustainability of a project begins immediately after its implementation period. The essence of the project is defined by each activity carried out within the established timeframe, the creation of an artistic production, and its presentation to the audience. The durability of the project is reflected in the continuity of providing services to the target group and/or its expansion depending on the number, type, and geographical area of the targeted groups. (Yeoman et al., 2012) The major challenge faced is that completing the project requires significant resources, which the "JUNIOR VIP" Cultural-Educational Foundation from Cluj-Napoca, the initiator and organizer of the project,

does not always manage to secure. The sustainability of the project through non-reimbursable funds is closely linked to the existence of the JUNIOR VIP children's choir. Fragility has no place here. The choir has been in existence for over 27 years, which provides confidence, stability, security, viability, durability, and resilience.

The proposed project is realistic and sustainable from the moment it was initiated, promoting the identity, traditions, and customs of the Romanian people, as well as multiculturalism. People of all ages are interested in the music promoted by the children's choir, which does not jeopardize the sustainability of this musical genre in the public sphere. The sustainability of the project is also based on international variables, through forms and norms that promote cultural partnership and interaction in the European area. (<http://www.cicnet.ro/sites/www.cicnet.ro/files/pagini-simple/2013-02-18/564/22.sustenabilitateaproiectului.pdf>)

The innovative character of the project lies in meeting the diverse needs of the audience and the deep digitalization of planning, communication, design, and implementation processes to ensure the long-term sustainability of the project. The methods of promoting the cultural project ensure its visibility.

As a result of the "The Magic of Music" tour, the JUNIOR VIP children's choir will have better visibility and will be able to collaborate with other children's choirs in the country: Cantus Mundi, Bucharest; Radio Children's Choir, as well as with children's choirs from Italy: Picolo Coro dell'Antoniano in Bologna and from the Republic of Moldova: the "Cantabile" choir from Chișinău. They will participate in music camps and exchange programs both in the country and abroad. They will record an album with pieces composed by the choir's conductor. Additionally, the children's choir will be broadcast on media channels (TV, radio, YouTube, Facebook), and articles will be written in the press by Mihai

Bacalu, the journalist who accompanied the choir throughout the tour. The long-term impact will be reflected in the positive results for the choir, the host institutions, and the audience in Italy, etc. The likelihood of the project's future development will be achieved by maintaining the relationships created on this occasion.

8 CONCLUSIONS

This paper detailed the logistics required for the implementation of the project, allocated human resources, and conducted a managerial feasibility analysis. The logistics for the "The Magic of Music" tour of the JUNIOR VIP Children's Choir in Italy will be ensured by institutional partners such as the Embassy of Romania, the Accademia di Romania, the Cluj-Napoca City Hall, and various local cultural and educational institutions. It will involve a significant number of children, professionals, and volunteers who will support transport, accommodation, technical equipment, and event promotion.

The implementation team includes individuals with specific skills and experience, such as the choir conductor, artistic manager, choreographer, and director, as well as local coordinators and experts in PR, logistics, and finance. Human resources are essential for the realization and promotion of the event, and success depends on the proper selection of team members and their efficient coordination.

In the feasibility analysis, various challenges and solutions were identified, including the need to pay more attention to details and the expansion of the target group beyond the initial plan. The involvement of the authorities and the development of a well-designed marketing strategy contributed to increasing the impact of the event, making the project increasingly feasible. Future editions will benefit from a greater impact due to adjustments and lessons learned.

A media and promotion plan were developed, the budget was established, and the

expected results and project risks were identified. Media coverage is a key element for the success of the "The Magic of Music" project, and the promotion strategy includes a combination of traditional and online channels, such as interviews, press releases, media appearances, promotional materials (flyers, brochures, posters, CDs), and partnerships with relevant institutions such as the Romanian Embassy in Rome and the Accademia di Romania, along with sponsors and financial supporters, to ensure maximum visibility and broad public participation.

The paper concludes with an analysis of risk management and project sustainability. In the implementation of such a project, risks are inevitable and can arise from various sources; however, by identifying and managing these risks through planning, preventive measures, and quick solutions for unforeseen situations, the negative impact can be minimized, ensuring the success of the project and the achievement of established objectives.

The sustainability of the "The Magic of Music" project will be guaranteed through the continuity of the JUNIOR VIP Children's Choir's activities, the promotion of Romanian cultural values, and international collaborations, supported by efficient management and the digitalization of processes. This will ensure long-term development and a positive impact on the target groups and institutions involved.

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