



**We all make  
it possible**



# Strategic plan 2020-2025

**pasqual  
maragall  
foundation**

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# INTRODUCTION



The Pasqual Maragall Foundation (PMF) was born in 2008 with the firm commitment of finding a solution to Alzheimer's disease and other neurodegenerative diseases associated with age through scientific research and, at the same time, to raise awareness support for these diseases and to support the people affected and their families. We started from the firm conviction of our founder, Pasqual Maragall, that a future without Alzheimer's is possible.

It is also because of this belief that, with the creation of Barcelonaβeta Brain Research Center (BBRC) in 2012, the entity has clearly committed to excellence biomedical research and the search for innovative solutions that allow to decipher and prevent the biological and cognitive changes associated with neurodegenerative diseases, especially Alzheimer's. All with financial support, and often the selfless and generous personal effort of our partners, donors and patrons.

Today, more than a decade after making that double commitment, what started as a visionary project has become a professional entity and leader, which has supported more than 1,000 families throughout Spain, which carries out research projects involving more than 3,000 people, which collaborates with institutions around the world to share and join forces in the Alzheimer's research and where more than 150 people work.

In this context, the PMF and the BBRC are aware that we are at a decisive turning point to take a step forward in the growth of the organization and the achievement of our purpose. That's why we need a strategic plan: to adapt the organization and to meet new challenges, to set more ambitious future goals and to define the mechanisms to achieve them.

However, any strategic plan must be understood as a frame of reference, a guide to remain flexible enough to allow us to adapt to events and to any obstacles that may arise. Under no circumstances should it become an obstacle to make corrections, if necessary, and move forward with our goal.

In February 2020, the organization approved this roadmap that should have had a term of four years. The social and economic paralysis experienced during 2020 and part of 2021 following the COVID-19 pandemic has led us to consider extending the validity of this plan for two more years. On the following pages, we can all consult and know the priorities and strategic lines of action with a view set on 2025.

A handwritten signature in blue ink, which appears to be 'Pasqual Maragall', written over a horizontal line.



## PURPOSE

“Achieving a future without Alzheimer’s or any other neurodegenerative disease”

## VISION

“To be a state leader in the promotion of relevant research in Alzheimer’s and neurodegenerative diseases, and a reference for the change in the social consideration of the disease”

## MISSION

“Addressing the challenges of Alzheimer’s and neurodegenerative diseases by providing new scientific solutions, while driving and building the backbone of society’s support to achieve this”

# OUR VALUES

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## TRUST

We build projects and long-term relationships based on trust.

## DETERMINATION

For a world without Alzheimer's or neurodegenerative diseases. Because nowhere it is written that this is impossible.

## TRANSFORMATION

We look for non conventional solutions and we explore new paths to create relevant results.

## CREDIBILITY

Scientific rigor and expert knowledge in everything we do.

## CONNECTION

We work in network and with global vision; cooperate will take us further.



# Strategic axes:



Promote  
potentially more  
relevant scientific  
research



Grow  
sustainably



Increase our  
impact on  
society



Adapt the  
organization



**STRATEGIC OBJECTIVE**  
CONSOLIDATE INTRAMURAL  
SCIENTIFIC ACTIVITY AND DEVELOP  
NEW EXTRAMURAL SUPPORT ACTIONS



# PROMOTE POTENTIALLY MOST RELEVANT SCIENTIFIC RESEARCH

## BBRC'S NEW STRATEGY IN THE FRAMEWORK OF FUTURE ALLIANCES

### ACTION

#### A NEW CENTER MODEL:

Redesign the structure and management model of the center to homologate it to that of the CERCA centers, thus creating the necessary conditions to be able to establish alliances with other research centers.

### DUTIES

- Approved result indicator analysis system.
- Change in income and expenditure structure to CERCA model.
- Greater prominence of the centre's researchers in decision-making.

#### NEW BBRC STRATEGIC PLAN INCORPORATING NEW ALLIANCES:

Expand the scientific scope of the BBRC to expand the spectrum of neurodegenerative diseases related to aging, incorporating new alliances and consolidating and intensifying the use of established groups of volunteers through joint work of the PMF and the BBRC.

- Renewal and expansion of the Scientific Advisory Board (SAB), as part of research into age-related neurodegenerative diseases.
- Elaboration, with the support of the new SAB, of the criteria of growth and scientific consolidation of the BBRC.
- Necessary contracts taking into account the above criteria and also that of sustainability.



## EXTRAMURAL SUPPORT FOR RESEARCH IN ALZHEIMER AND NEURODEGENERATIVE DISEASES

### ACTION

#### PASQUAL MARAGALL RESEARCHERS PROGRAM / INNOVATION PROJECT:

- Support the development of projects of scientific excellence.
- Incorporate more and better scientific talent.
- Encourage applicable developments and promote value creation.
- Update and strengthen the image of the PMF in Spain.

### DUTIES

- Call for up to 5 researchers in three years. Renewal of the cycle in 2025.
- Annual call for the innovation award.
- Preparation and deployment of an ad hoc communication plan.

#### DEPLOY RESOURCES FOR PROGRAM MANAGEMENT:

To train the board and management of the PMF to deploy the new program efficiently.

- Presentation and eventual approval of the program to the PMF Board.
- Public announcement of a new position of program manager.
- Drafting, and eventual approval (CE), of the bases of the announcement and of the procedure of evaluation and adjudication.



## STRATEGIC OBJECTIVE

BE THE MAIN PRIVATE ENTITY  
THAT SUPPORTS RESEARCH  
SCIENTIFIC IN SPAIN IN ALZHEIMER  
AND RELATED DISEASES



# GROW SUSTAINABLY

## TERRITORIAL EXPANSION IN SPAIN

### ACTION

**GROWTH OF THE PARTNER NETWORK:**  
Expand fundraising outside Catalonia in a sustainable way.

### DUTIES

- Establishment of recruitment targets from outside Catalonia.
- Opening of F2F equipment in strategic recruitment areas.
- Consolidation of F2F delegations to diversify fundraising.
- Synchronization of the functional areas objectives.<sup>1</sup>
- Cross-cutting action plan for functional areas<sup>1</sup> to be executed in strategic areas.

## STRENGTHENING THE CURRENT SOCIAL BASE

(partners, participants, volunteers, ambassadors, representation of partners in governing bodies...)

### ACTION

**INTEGRATED LOYALTY AND MOBILIZATION PLAN:**  
Expand the sphere of influence of the MMF by creating a state network of ambassadors-spokesperson.

### DUTIES

- Encouragement of the feeling of belonging.
- Design and execution of a progressive plan for loyalty and mobilization of the social base.
- Creation and visibility of the figure of the spokesperson-ambassador of the social base.
- Digitization of the customer management system incorporating the entire social base.

<sup>1</sup> Functional areas involved: Communication, Social Area, Institutional Relations and Fundraising



## STRATEGIC OBJECTIVE

LEADING THE CHANGE IN THE SOCIAL  
CONSIDERATION OF THE DISEASE  
BY IMPROVING THE STRATEGIC  
POSITIONING AT THE STATE LEVEL



# INCREASING OUR IMPACT ON SOCIETY

## ADVOCACY AND COMMUNICATION AT THE SERVICE OF INCREASE OF NOTORIOUSNESS AND PRESTIGE IN SPAIN

### ACTION

#### EXTERNAL COMMUNICATION PLAN:

Be the benchmark for the media. Increase the notoriety and knowledge of the entity.

#### INSTITUTIONAL AND LAW RELATIONS PLAN:

Position the PMF as a benchmark organization of the sector, and place the disease and its research in the public agenda.

### DUTIES

- Definition of new messages and speech.
- Communication plan with national, regional and local focus in the key territories: press office, annual campaign, social media, ambassadors.
- Plan for political advocacy in Madrid.
- Promotion and leadership of agreements and alliances.
- Annual action with public projection: report, campaign, conference...



## DISSEMINATION AND SOCIAL ACTION WITH IMPACT, ACCOMPANIED BY THE TERRITORIAL CONSOLIDATION AND EXPANSION STRATEGY

### ACTION

#### SOCIAL ACTION PROGRAM:

Provide resources to caregivers and affected families.

#### DISSEMINATION PROGRAM:

Raise awareness and raise awareness about aging and the impact of dementia.

### DUTIES

- Strategic reorientation and territorial adaptation. New programs and formats.
- Creation of networks and establishment of relational frameworks at regional and local level.
- Dissemination and educational project on aging and Alzheimer's: schools, organizations, public bodies...
- Brain Film Fest. Annual edition and sessions in other territories.



**STRATEGIC OBJECTIVE**  
PROVIDE THE ORGANIZATION WITH THE  
AGILITY NECESSARY TO MEET CURRENT  
STRATEGIC CHALLENGES



# ADAPT THE ORGANIZATION

## REDEFINING THE RELATIONS BETWEEN PMF AND BBRC

### ACTION

**PMF-BBRC MIXED WORKING GROUPS:**  
Spaces for exchange, knowledge and coordination between the PMF and the BBRC.

### DUTIES

- Creation of joint working groups that will gradually allow the transition to a new model of relationship between the PMF and the BBRC, within the framework of the new strategy and possible future alliances.

## REDEFINING THE INTERNAL STRUCTURES OF THE PMF

### ACTION

**EMPOWERMENT OF FUNCTIONAL AREAS:**  
Linked to a strong growth in the size of the PMF in terms of economic resources, human resources and territorial expansion.

### DUTIES

- POWER PLAN FOR AREA MANAGERS:**
- Establishment of annual objectives and budgets for each functional area (AF) in line with the Strategic Plan 2020-2025.
  - Creation of operational commissions for each FA, a scorecard and promotion of the participation of the heads of the FAs in the Steering Committee.



## INTERNAL COMMUNICATION, PROCESSES AND TALENT MANAGEMENT

### ACTION

**PLA DE COMUNICACIÓ INTERNA:**  
**INTERNAL COMMUNICATION PLAN:**  
Coordinated action and teamwork through improved internal communication will help to achieve strategic goals.

**PROCESS IMPROVEMENT PLAN:**  
Increase the effectiveness and efficiency of the PMF.

**TALENT MANAGEMENT PROGRAM:**  
To devise the integral process of directing, managing and developing the people of the PMF so that they are in the right place, at the right time, with the necessary skills, doing the right

### DUTIES

- Identification of dysfunctions related to internal communication problems, defining what to communicate and to whom.
- Establishment of different levels of information.
- Development of a program and a communication guide.

- Analysis of key processes, identifying risks and opportunities.
- Establish a process map and implement relevant improvements.

- Definition, approval and implementation of a new remuneration policy, policy of non-monetary incentives, policy of the evolution of the Career Plan. Employer Branding construction project.



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