

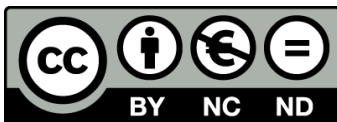
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Trabajo Final de Máster

AMWAJ

Manal El Ouady, Charlotte Stein y Charles Barbier

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**CULTURAL PROJECT:**

MASTER'S DEGREE IN ARTS AND CULTURAL  
MANAGEMENT

**UNIVERSITAT INTERNACIONAL DE CATALUNYA  
ACADEMIC YEAR 2021**

**SUBMITTED BY:** MANAL EL OUADY, CHARLOTTE  
STEIN & CHARLES BARBIER

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## **Why Morocco**

Through studying and examining the cultural industry in Morocco, we realized that a certain attitude and perception towards the arts industry needed to be addressed and eventually changed:

In all its cultural wealth and historical richness, Morocco has been long known exclusively for its artisanal craftsmanship and folkloric art, limiting this way the blossoming and full development of the new wave of contemporary artistic expression that is today strongly present in the country. This dependency on the folkloric has left contemporary artworks in Morocco lacking in platforms for exhibition, innovation and experimentation.

## **A Desire for change**

Morocco is undergoing a radical break with past perspectives and opening up to an international market culturally, artistically and technologically. The country is witnessing a major transition in its digital landscape, backed by both public and private support that seeks to position Morocco as a digital hub in Africa. Although this relatively new market is booming in the country, a lack of technological literacy is persistent among the youth, leaving its possibilities of creative application difficult to reach but nonetheless desired and longed for.

## **Now is the time**

AMWAJ was founded to engage the wider public with both the local and African contemporary art scene, and to support the technological and cultural transformation of Morocco through the creative use of new technologies.

AMWAJ is a not-for-profit organization located in the city of Marrakech, Morocco, that aims to offer a platform for African artists to be exhibited and that through the integration and access to new technologies will facilitate a space for learning, innovation and artistic experimentation. A place where art transcends mediums, borders and time.

# COMPANY OVERVIEW

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## VISION

to contribute to the materialization of new innovative forms of exhibition in contemporary African Art and to support the technological development of the Moroccan society within the creative industries.

## MISSION

to promote African, and particularly Moroccan visual artists locally, continentally and internationally and to foster and facilitate the use of new technologies in the creations of contemporary African artists.

## USP

AMWAJ offers a place for learning, training and experimentation on one hand and a space for art, creative expression and innovation on the other.

An Art and Innovation center where technology and art meet to bring about innovative creative processes through contemporary African art and where further development in the technological field can happen within Morocco.

## VALUES

**Community-** We believe in an equitable relationship with the communities in which we operate, promoting active participation and cooperation.

**Accessibility** - Everyone should be able to enjoy art and technology. We are committed to designing affordable and open programming activities.

**Innovation** - Our processes and use of resources are made to create the perfect space for new ideas to flourish and for experimentation to happen.

**Diversity & Inclusiveness** - We treat all people kindly and fairly, with dignity and empathy and recognize the value of diversity in our working and creative space.

**Commitment to education** - We recognize that all processes are a learning process that leads to self-improvement, and we recognize our role as facilitators, centering and valuing the local expertise and knowledge.

# A MULTIDISCIPLINARY & INTERNATIONAL TEAM



## MANAL EL OUADY

Morocco

Communication professional, events manager and media specialist. She will be **Chief Operating Officer** as well as our **marketing & communications** expert taking responsibility for our overall marketing and promotional results.

With her positive and engaging mentality Manal will fulfill the lead and guide of our core team.



## CHARLOTTE STEIN

Germany

A specialist in performing art management experienced in exhibition programming, installation, and working in branding. Charlotte will be the **Product Manager**, and **human resource manager**. Charlotte will also be in charge of our social media management.

She will find the perfect balance between our values, image and the team we need to get our activities running at optimum level.



## CHARLES BARBIER

France

Specialized in Marketing & Finance and has a strong passion for and diverse experiences in the audiovisual industry. Charles will be our man of finance as **VP of sales** and will fulfill the role as our **business development manager**.

He will bring the strategical and analytic lens we need to use and distribute our resources wisely and sustainably.

# LEGAL ENTITY

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We are a non-profit organization in the form of association which is the legal term referred to our type of institution in Morocco. Our core team is composed of three members, including a local Moroccan core member, who jointly set out on a mission to support the cultural and technological development of the country.

Refer to **Annex 1.3** to find detailed information on how to establish and create a non-profit organization in Morocco.

# THE CENTER

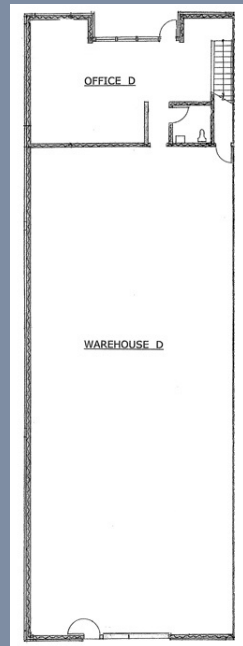
## VENUE

115 Rue Sidi Ghanem. 40000 مراكش, Marrakech, Morocco

AMWAJ, center for art & innovation is situated in a medium scale warehouse within 30 min distance to the Medina of Marrakech, the cultural heart of Marrakech. The venue is easily accessible by train. The warehouse, containing a bathroom and small office space will be divided into one large exhibition room, an office with a space for storage and tech equipment, and a bathroom area (with a total of 850m<sup>2</sup>). The entrance and the main exhibition room are interconnected through an artificial made hallway to enable a deeper immersion for our audience.

The localization in the city of Marrakech, one of the most touristic destinations in the country, makes this venue an ideal place to reach the target audience and gives a strategic position to attract new and international audiences. **Refer to Annex 2.**

Outlook: As we are the main distributors of our own exhibitions through our physical space, we will first rent during the first 2 years (Pilot Plan Period) and then buy our own infrastructure starting from the 3rd year. Besides our main building, we'll have a café and shop as well as an artists residency, after our expansion, starting from 3rd year.



**VENUE STREET VIEW**



**VENUE INTERIOR SEGMENT**





# PROGRAMMING

AMWAJ, center for art and innovation center will promote Contemporary African Art using an immersive exhibition format, facilitating the use of new technologies by contemporary artists through training programmes, and supporting emerging artists and visual art students through individualized training. Furthermore, we will present tours and workshops related to contemporary African art to tourists and all interested parties visiting the city of Marrakech to widen the reach of African Art to an international audience. Additionally, after expanding our infrastructure and technological acquisitions, scheduled to happen during the 3rd year after opening, we plan on launching an art residency, inviting local and continental artists to participate.

**Refer to Annex 2.2.**

# IMMERSIVE EXHIBITIONS

Our mission is to create innovative multi-sensorial exhibitions, and events by using 360° audiovisual projections, augmented reality, holography, and other new narrative media. With our multi-sensorial approach and affordable ticket prices we aim at making those accessible to everyone interested. Our exhibitions and activities offer a bridge between the traditional way of enjoying art and the possibilities of new technologies for an audience not limited by its educational knowledge or financial purchase power.

## AMWAJ TECH BOOTCAMP (TRAININGS)

Furthermore, we will provide training programs in new technologies especially directed at artists and art school students in the region of Marrakesh-Safi. Hereby we will collaborate with local schools and universities to support students in their final projects and to contribute to their knowledge of new technologies.

## ART TOURS AND WORKSHOP

Additionally, we will prepare interactive tours and workshops for visitors and other interested parties to explore the contemporary art scene in Marrakech by visiting a local artist in their studio or other artistic spaces and to share an unforgettable art experience. (This could involve participation in a workshop or simply to have a tea & talk with the selected artist).

## ART RESIDENCIES

Beginning of year 3, artists from all over Africa can apply for a residency in our new venue to live, work and study the use of new technologies to diversify their work and create new partnerships with other artists of the continent. Residencies can take up to 4 month resulting in an exhibition of the artist presenting his new work. This exhibition will remain for up to 3 month and ideally coincides with the arrival of a new artist being able to learn and study from their predecessor.

# OPENING EXHIBITION

Our opening exhibition will feature Moroccan artist **Safaa Erruas** and young South African artist **Simphiwe Ndzube**. The exhibition will last for 4 months and will include several highlighting events such as our opening night where we will invite twenty-five-year-old DJane Yasmean from Casablanca to perform a show. Her music and light shows are characterized by bass, IDM, jungle and techno.

**The idea is to put the African body that is moving and vibrating into the center of our exhibition. This will involve a strong sound system with a new generation bass and projectors as well as ventilators, and vaporizers that are aiming to create a whole body experience to be witnessed by all senses.**

Refer to Annex 2.3.

## THE ARTISTS

Working with different materials such as paint, needles and threads **Erruas** art is mostly dominated by white. We choose Erruas's art because of her playful and clear style involving detailed motives such as eyes on hanging strings which offers incredible room to experiment with in the spectrum of new technologies. Refer to Annex 2.4.

**Simphiwe Ndzube's** work is characterised by a fundamental interplay between colorful objects, media and two-dimensional surfaces and is marked by his personal black experiences in his home town Cape town. His workstyle is somewhat expressionistic and surrealistic using bold colors creating an interesting playground to integrate 3D-mapping and projections for an audience to wake up and perceive an African identity in its power and beauty.



## TECHNOLOGY

The use of our technology will be applied so people can experience virtual reality, augmented reality, mixed reality and holography in a 360° degrees immersive environment.

Virtual Reality facilitates the process of obtaining perspective through a more direct and intuitive experience. It combines use of a headset and visual tracking to allow users to look around in a virtual environment where travel is only possible thanks to the power of technology.

3D mapping is a new machine vision technique in the domain of cartography that is a miracle of modern technology. One of the most advantageous aspects of 3D mapping is that it gives the most up-to-date technical approaches for creating immersive shows. When a 3D map of the item or region under consideration is provided, knowledge representation and science mapping become easier. When you have a 3D map in front of you, you enter an universe of infinite creativity, where you can virtually experiment with a variety of visual effects. The use of software such as AutoCAD will allow artists to express plainly their creativity directed to a 3D mapping format.

Refer to Annex 7.

# STRATEGIC GOALS AND OBJECTIVES

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## SHORT TERM GOALS

- To reach both a local and international audience
- To reach 9,900 visitors by the end of the first year and 13,500 visitors the second year
- Training on the use of new technologies to morroccan artists and students

## LONG TERM GOALS

- Facilitate the local access to affordable and immersive (through the use of new technologies) Art exhibitions
- Support the international recognition of Contemporary African art through an innovative and unique exhibition format
- Create and build a strong relationship with local educational and governmental institutions
- To be recognized for the excellence of our training programs and to support the digital transformation in Morocco

## OBJECTIVES

- Contributing to create a better relation between tourism and the local art scene in Morocco
- To be profitable every year
- Making the public engage and interact with Contemporary African Art at an affordable price
- To reach 18,000 visitors, 720 people attending workshops and 72 to our training program on our 3rd year of activity

# MARKET

AMWAJs market situation is diversified and segmented through a partner market, state market, private market, and consumer market. Each one of these are crucial at different stages of development for our center.

**Refer to Annex 3.**

## PARTNER MARKET

Through co-productions with other partner organizations, such as other international Digital Art Center or international cultural institutions, we can join forces to distribute exhibitions and take them abroad. These partners offer collaboration, networking and the possibility to increase their visibility on existing markets. What we get in return can be in the form of monetary gain, promotion or simply to attract attention to our respective institutions.

## STATE MARKET

A close cooperation between Amwaj and public cultural/technological and digital institutions is of paramount importance for both funding, promotional and key activities (exhibitions and training). The state will also be able to promote the cultural manifestations of Morocco through our work, protect the cultural/artistic identity of the country and support their digital and technological transformation policies.

## PRIVATE MARKET

Private partners can get tax reduction, promotional benefits, help in fulfilling their aims. In return they can offer: money, donations, material support/ tech equipment, recognition, reputation and promotion. What we receive in return are necessary tech materials at discounted rates or through donations to produce our programming. These can be local and international foundations, local and international tech companies, private sponsors - individual donors, private art schools, media: counting local and international off-line and online channels and platforms

## CONSUMER MARKET

Without this segment we wouldn't be able to produce revenue or reach any of our strategic goals. It's through our consumers / exhibition visitors / students that pursue our training programmes or tourists that attend our tours and talks that we can fulfill our mission statement.

Our two most important customer segments are Moroccan younger adults (from 15-35 years old) that are interested in new experiences and technologies. The other segment comprises international tourists coming to Morocco searching for an interaction with a new culture that we can provide in an immersive and exciting way.

## PARTNERS & COMPETITORS

### SPONSORS + FUNDORS

AMWAJ will have a wide set of partners coming from different disciplines and backgrounds.

To initiate and for the persistence of our art & technology center we will have a range of sponsors, and funding partners such as:

### INSTITUT FRANÇAIS

The government has entrusted the Institut Français with promoting French culture abroad through artistic exchanges: performing arts, visual arts, architecture, the worldwide diffusion of French books, film, technology and ideas. Institut Français strongly supports artistic education such as training programs and workshops.

**Located in Marrakech, Morocco**



## THE PRINCE CLAUS FUND

It supports artists, critical thinkers and cultural organisations in spaces where freedom of cultural expression is restricted by conflict, poverty, repression, marginalisation or taboos. The fund distributed financial means to the Arab Media Lab, which is a cultural organization focused on audiovisual installations within Marrakech and has a similar approach to AMWAJ in terms of mission and values.

**Located in Amsterdam, Netherlands**



## ARAB CULTURE FUND - N.A CULTURAL PROGRAM

The fund supports active arts and culture entities based in each of Morocco, Algeria, Tunisia, Libya and Egypt. Funding supports contemporary practices in arts and culture; as well as exchanges on the development of frameworks for arts and culture education and cultural policies. Funding is directed to cultural grassroots organizations over a course of three years that are specifically focused on strengthening the training and skill-building of young artists and emerging professionals.

**Located in Beirut, Lebanon**



## TECH PARTNERS

Tech partners will be crucial to realize the mission of our venue. To gain important expertise and knowledge and also to obtain tech materials at discounted rates we will also develop partnerships and sponsorships with local and international technologies companies. We believe these partnerships will result in success since technology companies have strongly been trying to access new markets and to add value to their creations.

### EPSON, SPAIN

Japanese electronics company and one of the world's largest manufacturers, distributors of IDEAL Barcelona with reduced rates and discounts.



### EONREALITY

EON Reality is a multinational virtual reality and augmented reality software developer headquartered in Irvine, California. Distributors and sponsors of IDEAL Barcelona





## PICO TECHNOLOGY

Pico Technology is a British manufacturer of high-precision PC-based oscilloscopes, selling at reduced rates to IDEAL Barcelona.



## BROOMX TECHNOLOGIES

Located in Barcelona, Spain Broomx Technologies is a company that offers Immersive Solutions, creating the most advanced tools to enjoy Virtual Reality in real spaces.



## LASTARTUP FACTORY

LaStartup Factory is the first African platform to support innovation and digital transformation through an open innovation approach. Located in Morocco.



## FAB LAB CASABLANCA

It aims to support its African clients in terms of innovation, with solutions suited to their needs. Working towards the digital transformation of the country.



## TECHNOPARK, MOROCCO

The mission of the Technopark is to help the creation and development of companies in ICT, Green Tech and the cultural industry in Morocco.



## PARTNERING SCHOOLS & UNIVERSITIES

AMWAJ will also create partnerships with local art schools and universities to support students in their final projects and contribute to the digital and technological transformation of Morocco.

## ÉCOLE SUPÉRIEURE DES ARTS VISUELS



Private institution of higher education in film and visual arts. It's located in the city of Marrakech Morocco.

This institution receives students from all over Africa, gathering in one place the future visual minds of the content.

## UNIVERSITÉ AYYAD

CADI



One of the largest universities in Morocco; one of its associated colleges, the École nationale des sciences appliquées de Marrakech, was created in 2000 by the Ministry of Higher Education and specializes in engineering and scientific research

## LOCAL TOURISM OFFICES/FACILITIES AND HOTELS

For the implementation of Local Art Tours & Workshops AMWAJ will create partnerships with local tourism offices and hotels where tourists will be able to easily book their ticket to participate in a unique and local art experience.

## COMPETITORS

While immersive exhibition centers have grown rapidly in the past 4 years, AMWAJ will be the first center for art & innovation in Morocco (Northern Africa) dedicated to the promotion of contemporary African art through the use of new technologies to create immersive exhibitions.

Although there aren't direct competitors in close reach, competition in terms of cultural programming, and new leisure formats, and services is somewhat present in Marrakech. Of course, also there is a chance of an international competitor potentially deciding to expand to Morocco. What mainly differentiates us from this competition is that the AMWAJ promotes contemporary African art and innovative creation through quality new technologies with a strong focus on community engagement and accessibility. Through sharing similar missions, as well as a necessity for equipment we see these venues rather as future collaborators than competing with the below listed tech, art, or culture spaces.

## MACAAL



The Museum of African Contemporary Art Al Maaden (MACAAL), Marrakech, is an independent, not-for-profit contemporary art museum showcasing African artists and one of the first of its kind in North Africa.

## ARAB MEDIA LAB



Arab Media Lab is a media art collective based in Marrakech, Morocco. It aims to strengthen the Media Art sector in Morocco and the Arab. They organise projects and festivals which focus on the development of new media arts in the region and by stimulating artistic exchange between North and South on all fields of media art.

## VIRTUAL ROOM



Marrakech's first collaborative virtual reality room, offering 3-D creations and VR experiences to teams of 2 to 4 players.

**+International companies working in the field of immersive exhibitions like culturespaces, or IDEAL Barcelona. Refer to Annex 3.5.**

## SWOT

Although AMWAJ will be highly dependent on a diversified range of funding partners and sponsors due to the high costs in tech material and production of exhibition, We are confident that we will gain support from public and private sides due to the county's recent investment to make Morocco the digital African hub, and a strong urge of international new technology companies trying to access new markets.

Our strengths lay in providing quality hardware and software equipment for the creation of audiovisual projections, augmented reality, virtual reality and holography.

Due to our new and unique selling proposition for Morocco and Moroccan artists, our emphasis on community engagement, segmented entrance prices, and the diversified programming we offer, we will attract a wide range of audience to grow our center into a prosperous phase and eventually expand AMWAJ to other African countries.

**Refer to Annex 3.3.**

## PESTEL

While unemployment numbers are high among the Moroccan youth, statistics of emerging tech start-ups in Morocco give an insight into the potential for innovative growth in the country. Digital transformation policies and the government's recent investments in the future lies in New technologies make it clear - the future lies in creative and innovative new tech proposals.

Morocco has been one of the most politically stable countries in North Africa, which has allowed tourism to develop. Tourism is now considered as one of the main foreign exchange sources in Morocco and since 2013 it had the highest number of arrivals out of the countries in Africa.

The Immersive Entertainment Industry was valued in 2019 at \$61.8 billion, prior to the onset of the COVID-19 pandemic. This market value reflects tremendous growth in this exciting and unique industry. Even as the pandemic takes its toll on tourism, immersive museums and experiential art centers are expanding to new cities, residing in permanent spaces, and wooing investors are willing to gamble on the future of the emerging industry.

**Refer to Annex 3.2.**

# COMMUNICATION PLAN

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## CUSTOMER SEGMENTATION

AMWAJ's main target audience is found among artists, tech companies, art students and universities/schools.

## EXHIBITED ARTISTS

Moroccan and continental (African) contemporary visual artists, with different ranges of style, with some affinity to new technologies or/and willingness to explore i(its possibilities within the visual arts industry.

## MENTORS

Experts from various new tech companies who will be the core part of our training programmes and our immersive exhibitions. Providing the necessary equipment for production, guidance to artists and knowledge development to students.

## PARTNERS & STUDENTS

Local private or public schools and universities (visual/audiovisual art) and their students interested in further development of their digital skills and introducing new technologies to their work.

## FOUNDERS & DONORS

Private, public and governmental entities that support the digital development and transformation of Morocco.

## MENTORS



**SELIM HARBI**  
Tunisia

Tunisian film director & immersive storyteller.



**SELIM HARBI**  
Morocco

'Artist-organiser' & cultural producer,



**NGAIRE BLANKENBERG**  
South Africa

Cultural Project consultant



**JORDI SELLAS I FERRES**

Cultural business manager  
& Strategist

Refer to Annex 4.1.

## VISUAL IDENTITY

Amwaj from the Arabic word "أمواج", which means waves or the waves.



### BLUE COLOR & DESIGN:

Imagination  
Inspiration  
Expansiveness  
Freedom

**SUPPORTING NEW WAVES OF ARTISTIC CREATION**  
**CONNECTING PEOPLE TO ART THROUGH ALL SENSES**

## MAIN GOALS

- Communicate our center's mission and activities to potential partners, sponsors and the general public
- Build a general Brand Recognition through the concepts "experience" and "innovation"
- Attract a local base audience of 15 - 35 years old

## CHANNELS

Mainly through social media channels and our website to establish communication and follow up reach impact, Additionally, we will use press/media relations and the online platforms of our partners/sponsors to communicate with our audience and establish diversified first points of contact with them.

## TARGET AUDIENCE

As our different campaign phases evolve we will communicate actively and then passively with one or the other target segment, depending on the actions undertaken and the channels used.

- **Visiting public (Young population 15 - 35 years old ), Students/ established and emerging artists professionals / tech savvys and experience seekers.**
- **Schools and universities, tech companies, public or/and private cultural organizations or governmental institutions that support the digital transformation.**

## KEY MESSAGES

### **Umbrella Statement:**

A multisensory introduction to Contemporary African Art.

### **Supporting message 1:**

An interactive space for creativity and experimentation

### **Supporting message 2:**

Art & Innovation Lab that encourages new tech learning and digital transformation.

**Foundation:** Supporting facts, proof points, statistics, etc..

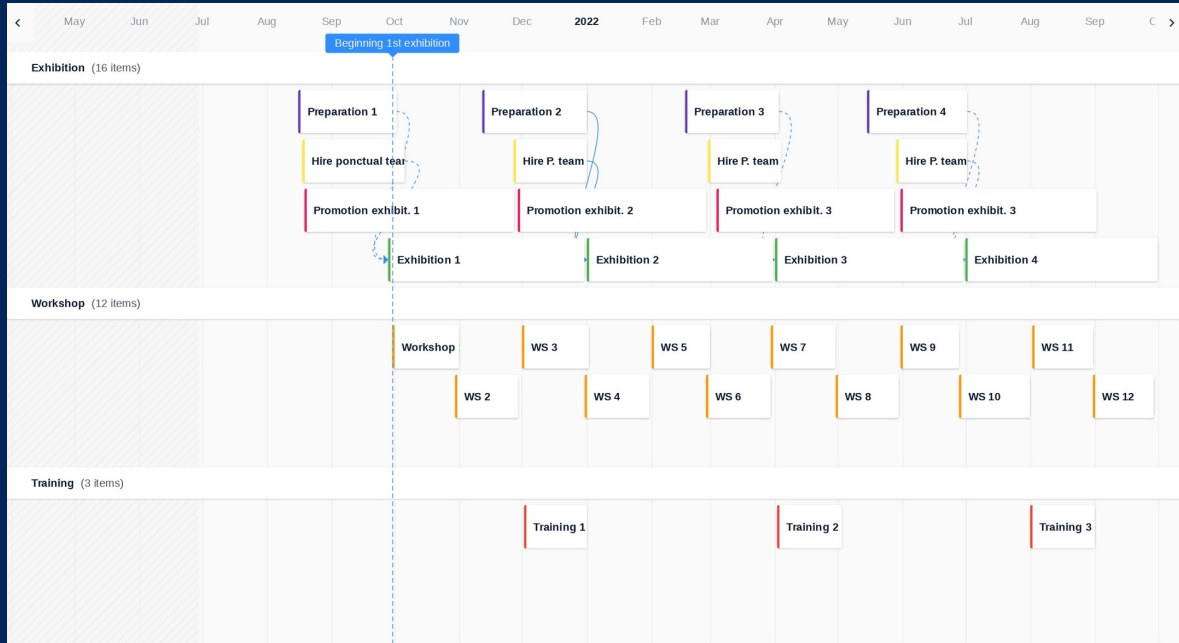
**Languages:** Arabic, French, English

**Refer to Annex 4.; 4.2. and 4.3. for more detailed information about our communication plan and for the full timeline and actions' list.**

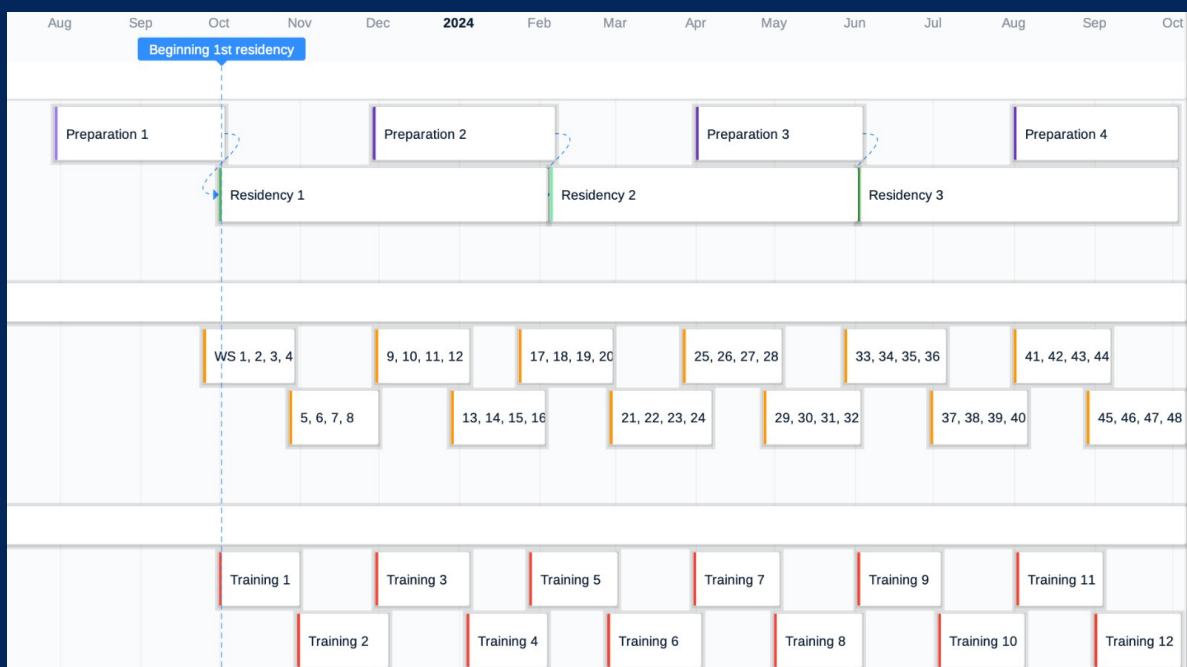
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# OPERATIONAL PLAN

## TIMELINE 1ST YEAR



## TIMELINE 3RD YEAR





# HUMAN RESOURCES PLAN

CEOs and owners of the company are constituted of the international core team: Manal El Ouary from Tangier (Morocco), Charles Barbier from Cannes (France), and Charlotte Stein from Aschaffenburg (Germany).

Refer to Annex 5.1 ; 5.2.

## GROWTH STAGE - FIRST YEAR

Content creation, and programming, as well as management and supervision of trainings and workshops will be executed by the team as a whole.

For the programming and installation of our immersive exhibitions we will have an in-house core tech team, hiring two tech programmers and additional freelancers if needed, especially for bigger installations. Technicians will be selected based on their professionalization in immersive 3D software development and VR, AR, MR programming, and set-up.

Additionally we will create contracts with two local art school students to help to execute our art tours and workshops. Offering internships and volunteer opportunities for locals and the international community will support the beginning phase, potentially offering the most talented a fixed position in our team later on.

Additionally we will hire security for our exhibition and a cleaning service (coming every second day).

## GROWTH STAGE - SECOND YEAR

By the second year with profitable income, we plan on hiring an additional tech programmer on a fixed salary. For the workshops we will employ another art school student on a contract basis.

## GROWTH STAGE - THIRD YEAR

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With growing local and international recognition, further funds, and profitable income we are planning to expand our space and team, including hiring a web designer/developer, a strategy and innovation developer, and additional teaching and tour staff. This will help the core team to concentrate fully on their main tasks leading to a profitable and progressive center with unconditional potential to grow. The main idea is to eventually expand AMWAJ to other regions in Africa.

## RISK MANAGEMENT PLAN

As a center for art & innovation located in Marrakech, Morocco the nature of risks expands to different stages of business.

The need is to understand and forecast certain risks of project funding, content quality, customer segment participation/interaction and the smooth running of production phases. As an art center operating with new technologies, we are highly resource oriented and funding intensive, a careful risk mitigated plan must be deployed since the launch of the center.

Find the complete table in Annex xx, with a brief description of the immediate and projected expected risks, their possible impact and mitigation actions necessary to ensure the continuation for our key activities and programming.

**Refer to Annex 8.**

# FINANCIAL PLAN

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## STRATEGY OVERVIEW

Our Financial Plan is split in Set up Costs, Profit & Loss, Cash Flow, Balance Sheet, Break Even Analysis and Financing. Amwaj is a not For-Profit Organization, their Co-Founders have a monthly salary and there is also a surplus which will be reinvested each year in the company.

The values forecasted were chosen based on our research, we interviewed Jordi from IDEAL Barcelona and other international cultural managers. We expected to reach 18,000 visitors in our 3rd year, which means 4,500 per exhibition. We are aware that the first 2 years, with our pilot project we won't be able to achieve/reach these prediction, so we agreed on the following assumptions :

- **1st year 55% of our 3rd year target**
- **2nd year 75% of our 3rd year target**

## TARGET PRICE



**STUDENTS 5,5€**



**TOURISTS 12,5€**



**LOCALS 6,5€**

**GENERAL WORKSHOP PRICES 30€**

**GENERAL TRAINING PRICES 100€**

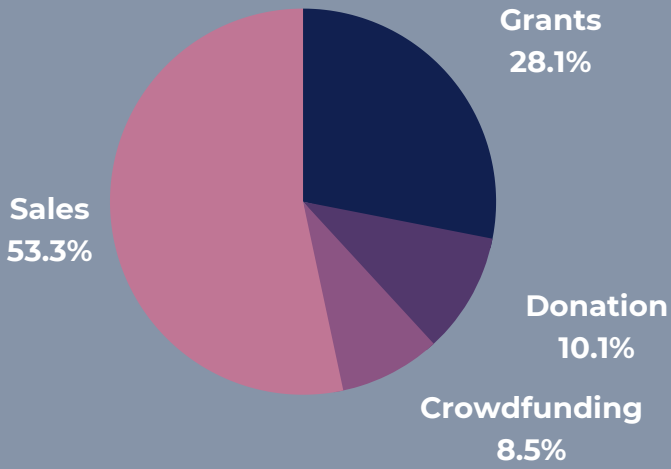
We will always be profitable, we choose pricing based on our market analysis, costs and our survey.

## BUDGET OVERVIEW

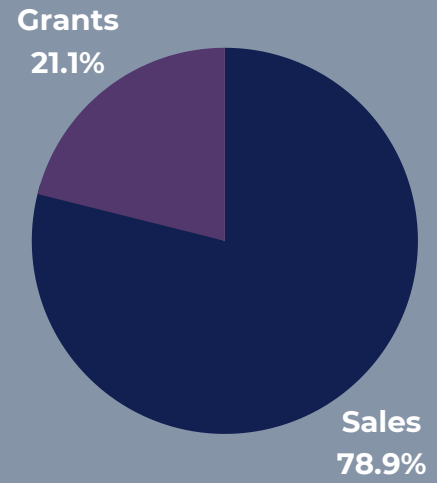
### INCOME OVERVIEW YEAR BY YEAR

Refer to Annex 10.

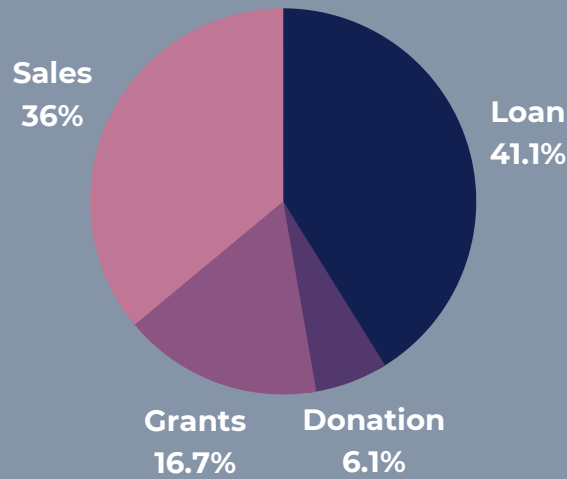
### YEAR ONE



### YEAR TWO



### YEAR THREE



#### SURPLUS

12,187 € THE FIRST YEAR  
 11,650 € THE SECOND YEAR  
 4,586 € THE THIRD YEAR

## MAIN COSTS



**VENUE & SET UP 409,264€**



**INVESTMENT IN NEW TECHNOLOGIES 36,114€**



**50% OF TICKET SALES WILL GO TO THE ARTIST**

**30% OF TICKET SALES WILL BE REINVESTED IN WORKSHOPS**

## FUNDING

AMWAJ's funding will come from a variety of sources, including applications for private and state grants, donations, and a crowdfunding effort. The promotion of African art, visual art, programming, and training are all important requirements for receiving these grants. To reduce expenses, we'll also collaborate with sponsors to receive non-cash benefits, mainly with new technologies.

**Refer to Annex 9.1; 9.2; 9.3.**

With an annual program of exhibitions, we provide technological brands the opportunity to assist artists in mastering their skill. In addition, we can help to enhance their reputation by making their collaboration official, which provides them additional marketing. This will provide these businesses with a double benefit by helping artists while also receiving free marketing services. Donations will be made via private donors living in Marrakesh. Our crowdfunding campaign will be done via the KissKissBankBank platform in France, since the Moroccan government doesn't allow raising money online.

# SUSTAINABILITY PLAN



Technology is evolving so rapidly that it becomes obsolete very quickly, so we want to buy the latest models so that they can be used for as many years as possible. If we have to change equipment, we will donate the old equipment to local schools and universities. In addition, we have partnerships with companies that are environmentally conscious and want to reduce their carbon emissions, waste or water pollution.

Additionally, we will work on an exchange basis with other technological or cultural centers for specific exhibitions that will require special materials that we usually don't use. In this case the exchange will be based on each parties' needs in terms of equipment and will be contractual for a limited period of time.

Concerning our cafe starting from year three, we will work and sell only organic and local food and beverages in order to avoid the kilometers and the pollution linked to the transport of goods.

**Refer to Annex 11.**

# FUTURE OUTLOOK



By year 3, with additional funds and profitable income, we will acquire a larger permanent space in Marrakech, expand events and exhibitions to other European countries, and training programs beyond Morocco to other African countries. The aim is to create bigger and more innovative exhibitions with the use of additional high technological systems and equipment. For this we will have created partnerships with local, regional, and continental tech companies and institutions. The idea is to exchange equipment and expertise rather than acquiring among our partners because we want to grow in value instead of tangible material.

Our new location will contain the size of 1200 m<sup>2</sup> in total, integrating a lounge coffee bar and merchandise area to sell 3D prints, posters, postcards, and other. Furthermore, we will have a space for a residency to invite African artists to work and study the use of New Technologies in our facilities. This will help to widen the expertise and to strengthen Moroccan and African artists to be part of an international art market that is constantly reinventing itself, becoming more and more technological.

By year three we will have created solid grounds for collaborations with other cultural institutions within Morocco, Africa and Europe. This will help us to prosper and to expand AMWAJ to other African countries. With international continental and international recognition we are planning to purchase a new location in the capital of Nigeria Abuja, by year 5 of operations. The Nigerian film industry, also known as Nollywood, produces about 50 movies per week and generates an impressive \$590 million annually. The existing knowledge in the field of audio visual productions within the country makes Abuja the perfect strategic location to set up our second venue and help to grow the expertise in new technologies among the African society.



**THANK YOU FOR YOUR  
TIME.**