
Trabajo Final de Máster

Emerge

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EMERGE

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Master's Degree in Arts and Cultural Management
Final Cultural Project
Academic year: 2022/2023

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EXECUTIVE SUMMARY

EMERGE is a new initiative that aims to challenge preconceptions around gender by celebrating and giving a platform to the work of young, cisgendered women, non-binary and transgender artists and DJs. Their first event will be a weekend festival in Lisbon (opening 16th-18th May 2025) which will combine up-and-coming DJs with more established names to create a dynamic line-up of sets staged over three nights. Alongside this, art-fair exhibits will display an eclectic mix of performance art and exhibition pieces, with interactive activities by a similarly diverse group of artists. This multidimensional experience will be open to all in order to educate as wide an audience as possible on the gender diversity that exists but also aim to create a space where traditionally excluded groups can find their voice.

While this debut event will primarily focus on the work of Portuguese artists and musicians, EMERGE will also feature the work of other international artists. Looking to the future, EMERGE hopes to continue a yearly festival in Portugal and eventually pursue their mission worldwide by taking the festival to different countries. By giving a voice to gender marginalised artists and musicians from diverse ethnicities and cultural backgrounds and through its intersection with LGBTQ+ interests, the organisation hopes to grow a global network of artists and supporters. In doing so, EMERGE hopes to promote understanding and acceptance of these groups, and work towards achieving its vision of bettering access to cultural spaces for gender-marginalised groups.

UNMUTE THE COLOURS, AMPLIFY THE VOICES

At the heart of its mission, EMERGE wants to educate its audiences through music and art to improve understanding and acceptance of gender marginalised groups, as well as the wider queer community. Below are a list of terms that will be used in conjunction with this project:

Cisgender: A term to describe someone whose gender identity is the same as the sex they were assigned at birth. Non-trans can also be used to denote the equivalent.

Gender: Often expressed in a binary of masculinity or femininity, gender is largely culturally determined and assumed from the sex assigned at birth.

Gender-marginalised: A term used to describe people who experience marginalisation due to their gender. This includes but it is not limited to transgender women, cisgender women, transgender men and non-binary people.

Homophobia: The fear or dislike of someone, based on prejudice or negative attitudes, beliefs or views about lesbian, gay or bi people.

LGBTQ+: An abbreviation for lesbian, gay, bisexual, trans, queer and more.

Male Privilege: A concept that refers to the idea that cisgendered men inherently have greater advantages and privileges (e.g. in the workplace) in society.

Non-binary: A term for people whose gender identity doesn't sit comfortably with 'man' or 'woman'. Non-binary identities are varied and can include people who identify with some aspects of binary identities, while others reject them entirely. This group tends to use they/them pronouns to indicate this rejection of binary identities.

They/them: Pronouns often used by non-binary people indicating their discomfort with and rejection of male and female identities.

Trans: A term used to describe people whose gender is not the same as, or does not sit comfortably with, the sex they were assigned at birth.

Transgender man: A term used to describe someone who identifies as a man but was assigned female at birth.

Transgender woman: A term used to describe someone who identifies as a woman but was assigned male at birth.

Transphobia: The fear or dislike of someone based on the fact they are trans, which may include denying their gender identity or refusing to accept it.



VALUES

Community - Equity - Opportunity
Empathy - Ownership - Inclusiveness

MISSION


To provide a unique multidimensional festival experience by fusing the forces of music and art.

To celebrate and promote gender-marginalised artists across a weekend festival event, not to create division but to build equity and acceptance.

To create a learning based experience in a safe space for artists to exhibit their work in an inclusive informal environment.

VISION

To grow a worldwide network of artists and supporters in order to work towards improving access to cultural spaces for gender-marginalised groups. We envision a world where gender-marginalised artists and DJs no longer need our advocacy.





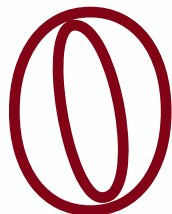
- **Innovation:** By combining music and art in an innovative and interactive way EMERGE will set a new benchmark for the festival industry in Portugal.
- **Niche:** The festival will appeal to a specific market and will face limited competition.
- **Location:** The festival will benefit from its coastal location and the attractiveness of the city of Lisbon.
- **Experience:** EMERGE will provide attendees with a unique and immersive experience through visual and performance art, workshops, and interactive activities, all in the name of celebrating gender diversity.



- **Seasonal limitation and location:** Specific event time might threaten the travelling ability of the target market.
- **Capacity Constraints:** The venue has limited capacity, which will therefore limit ticket sales at a specific number.
- **Cost:** Despite being relatively cheap, tickets will still be an investment for customers.
- **Limited awareness:** As a new start-up, EMERGE will have to pay attention to its networking and marketing campaign to build its reputation.

- **Emerging Trends:** By nature of the topic, EMERGE will capitalise on current trends, allowing the festival to stay relevant and maintain momentum.
- **International Reach:** The opportunity of future editions to be in different international locations combined with international partnerships, will help to build a global audience.
- **Exposing young talent:** EMERGE has the chance to legitimise artists and capitalise on their subsequent success.
- **Collaborations:** Through its intersection with social justice, EMERGE has the potential to build strong partnerships with other like-minded initiatives.

- **Competition:** Lisbon already hosts several festivals that are of a much bigger scale (e.g. NOS Alive), that attract international and local attendees. EMERGE music therefore focus on differentiating itself, so it can offer unique value to its attendees and sponsors.
- **External factors:** Politics around gender rights may impact the festival, and its public perception. In particular, the alienation of and hostility towards trans and non-binary people in the media may create anger from extremist groups about the festival. Giving visibility to these artists could potentially make them at risk of hate crimes (on social media or in-person).





MARKET RESEARCH

GLOBAL OVERVIEW

In our current days, the acceptance of the LGBTQI+ community has proven to have significantly improved over the last seventy years. The open atmosphere that we can see today is also due to the compliance of most countries with the right of same-sex marriage and adoption. However, this higher level of acceptance is more prominent in countries with favorable economic and political situations as well as higher education levels for its population.

WHY PORTUGAL?

Although being a small country, Portugal has always been perceived as a very safe country to live. It is ranked as the 7th best country for people in the LGBTQI+ community to live in by ILGA EUROPA as well as the 6th safest country to live in through Global Peace Index ranking, done in 2022.

Nevertheless, we cannot dismiss some parts of Portugal's history that still affects its society today. The Portuguese were under a dictatorship for the course of forty years, ending in 1974 with a revolution, leaving the effects of the oppression and narrow-minded thinking paired with a strong religious presence still present today. Women suffered mostly with this regime, being controlled by men and not being allowed to do basic tasks without their permission. The Queer community in those days was unheard of, and for those who did admit to being part of that community were immediately suppressed and mistreated.

Today, Portugal has built a much brighter picture regarding the LGBTQI+ community, mainly by the younger generations. Many initiatives to support this community have come to life within the biggest cities like Porto and Lisbon, such as the Lisbon Pride and Queer Cinema.

Regarding all the improvements, we must not forget the lying issues that still happen in Portugal. The country suffers a type of prejudice that does not appear in any of the data or rankings: the silent prejudice. This is characterized by the daily hatred towards people from the community as well as microaggressions and the creation of stereotypes.

Check complete market research in annex document page 4.

COMPETITION ANALYSIS

Primarily, our competitors are mostly art exhibition/fairs as well as festivals which combine art and music. Within Portugal, we have found some direct competition and we have evaluated the competitors on a price level, target audience and overall innovative concept. From our research, we have compared our event to three distinct events that in some way relate EMERGE and that could present the same goals and objectives.

Drawing Room Lisboa is an art fair that promotes the works of over seventy emerging artists from Portugal and around Europe, targeting an audience from 20-40 years old and presenting an accessible price for tickets. On another hand, and on a much bigger scale, **Boom Festival** in Idanha-a-Nova, Portugal is a 20th edition art and music festival that promotes a transcendent experience merging music and art. The duration is of one week and they provide multiple services such as camping space and workshops while also providing an accessible ticket price. As far as for the target audience, Boom addresses young adults as well as children.

Lastly, and broadening our research to outside of Portugal, **Hysterical** art exhibition in London, U.K can also relate strongly to our project mainly by their concept: to honor marginalized genders within the art community. This exhibition was funded exclusively by donations, providing free entrance to the general public.

When analyzing all possible competitors, we can agree that our strongest advantages within today's market is our concept and the blend of experiences we offer. To further accentuate the reach of our event to as many people as possible, we believe that a combination of a strong marketing strategy using a unique and captivating online presence is key.

Check complete market research in annex document page 7.



MAIN GOALS AND OBJECTIVES

TO CREATE A SUCCESSFUL FIRST EDITION FESTIVAL THAT IS PROFITABLE AND SUSTAINABLE, MEANING WE CAN HOLD SUBSEQUENT EVENTS.

- Break-even financially on the first editions but, for the 3rd reach the projected profit of 273.244,22 €.
- Create successful lasting alliances with sponsors.
- Generate enough profit to share a percentage with foundations and associations aligned with our values.
- Receive good feedback from interns working at EMERGE.

TO CREATE A FESTIVAL THAT IS THOROUGHLY PREPARED AND LOGISTICALLY RUNS SMOOTHLY.

- Be prepared and have contingency plans for if things go wrong.
- Continuously work on internal team communication in order to effectively solve problems.
- Maintain good communication with contractors so duties can be clearly assigned to external staff.

TO CURATE A FESTIVAL THAT PEOPLE ENJOY BUT THAT WHICH IS ALSO EDUCATIONAL AND INFORMATIVE TO LEAVE A LASTING IMPACT.

- Sell at least 85% of tickets (as projected in the budget).
- Create a strong lasting social media presence.
- Curate artistically coherent exhibitions and installations, as well as musically coherent line-up through combining more established DJs with young fresh talent.
- 95% of festival attendees in feedback forms saying they would return to future events held by EMERGE.

TO PROVIDE A PLATFORM FOR YOUNG ARTISTS AND DJS THAT ARE JUST STARTING OUT WITH THEIR CAREERS.

- Increased social media following for the artists and DJs.
- Aim for each artist to sell at least one piece of their work.
- Build a good reputation with art and music educational institutions in order to source talent for future editions.
- Use the EMERGE platform to give artists and DJs the opportunity to connect with different stakeholders in the creative market.

TO SUCCESSFULLY FUSE MUSIC AND ART TO CREATE A COHERENT CULTURAL EXPERIENCE FOR OUR COLLABORATORS AND AUDIENCE.

- Artists and DJs enjoy working together and create lasting networks.
- Artists and DJs enjoy working with the EMERGE team, and feel that their work is being valued accordingly and fairly compensated.
- The audience understands the ideas behind merging two art forms and are culturally stimulated by it.

TO MAKE AUDIENCES MORE COMFORTABLE WITH ENGAGING WITH TOPICS SURROUNDING GENDER

- Curate an attractive selection of workshops and conferences that are seen by the public as an opportunity to open up conversations about gender equality.
- For audiences to feel more enlightened or that they've learnt something from attending the festival.
- To become a leading example in Portugal in the fight for gender equality and represent the cause of gender-marginalised people in this country.

LEGAL STATUS

EMERGE is an initiative with a clear social objective, however, it also seeks to create a mass event that generates profits. Therefore, it will be legally constituted as a **Limited Liability Company or Limited Partnership**. This figure will allow us to establish the company legally from the beginning of the project and this will be especially necessary for the administration of funds from the grants we are aiming for and the sponsorship contracts at the event.

EMERGE will have a **board of directors** who, at least in the first years of the project, will also be responsible for administrative functions in different roles. During these first editions the working team, in addition to the board, will be small. We will have three **direct hire positions**, two **consultants**, various **external hires**, an **internship programme** and a **volunteer strategy**.

BRUMAN RESOURCES

BOARD OF DIRECTORS



Laura Sofia Carrillo
Executive Director:

Her main functions as executive director have to do with the organization of the implementation plan and the logistics necessary for the timely fulfillment of the proposed goals. She also plays an important role in the development of the marketing strategy.



Joscelyn Hilder
Project Manager:

Joscelyn will mainly be in charge of our relations with strategic partners. She will be the first channel of communication with the different stakeholders involved. Funding applications and contacting sponsors will be also a key element of her role.



Maria Saraiva
Creative Director:

The curatorial aspect that is required to ensure a successful event is one of the tasks that will be carefully carried out by Maria. To merge the concept and the artist's creative input into one event, also taking care of the equipment needed.

Head of communication and marketing:

They will be the person in charge of the operation and design of our website and our social networks, they will help to strengthen our brand identity.

Logistics manager:

They will be the person in charge of coordinating all the technical aspects of the set-up and the shows. His/her main function will be to focus on the coordination of the line-up of artists and the shows during the festival days.

Head of staff:

They will be a person hired directly by EMERGE to carry out the hiring and will be in charge of managing these people during the event. Also, taking care of logistics of access to the venue, check in and ticket control.

Advisors:

We will have a financial advisor and a legal advisor who will be paid every time a consultation in these areas is needed.

THE TEAM

VENUE PLAN

SALA TEJO | ALTICE ARENA

For an event like EMERGE, we aimed to find a venue that also matched our expectations and needs as well as the goals within our mission. Altice Arena is known among the Portuguese as the biggest concert hall in Portugal. Altice Arena also offers smaller venues for different kinds of events, all within the same building. After researching our options, we agreed that Sala Tejo would be the best fit, as it has a smaller stage area and a significantly large audience area. With 2200 square meters and the capacity of 4000 people. Sala Tejo include an independent entrance, restroom facilities, 12 meters of height and versatility of space arrangement. The venue also offers a number of possible configurations of the space to best suit the client's needs, providing a number of services such as catering and sound system installation.

SPACE LAYOUT

Entrance and Hallway

The venue offers a spacious entrance in which we will have the ticketing area as well as informational one. We want to decorate the entry and create a hallway that leads to the main event space that with a specific lighting setup as this will be the first impression that we will display for our audience.

Exhibition Space

To welcome the 6 visual artists, we have designed **six individual booths (3 meters wide)** in which the artists will chose to display their art in the best way they see fit. The way in which the booths will be displayed creates a more intimate area for the artists co connect with the audience and explain their trajectory. Next to the exhibition area, there will also be 3 informational panels where the audience can learn about past breakthroughs on gender issues and the history of influential people on that topic.

Main Stage

On the right side of the entrance there will the main stage. It's **structure is already built within the venue** and equipment such as lighting and sound system will be a part of the services provided by the venue. The equipment provided by our team will be the mixing tables and the design of the main stage will allude to the same aesthetic as the hallway, with coloured lights.

Immersive Experience Booth

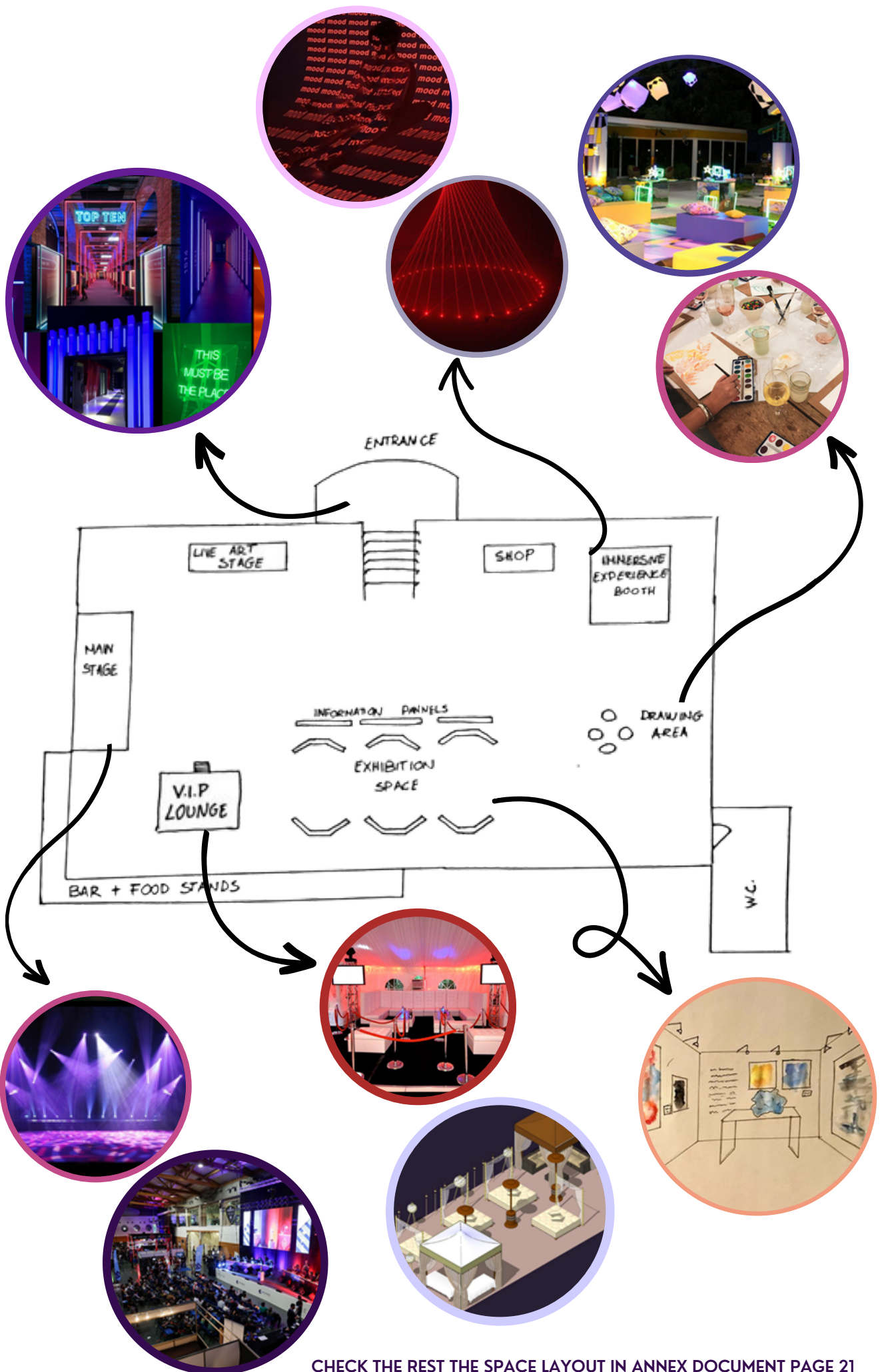
Our goal with implementing this booth is to have a closed, dark space, with many projectors delivering moving holograms as well as a voice recording which will talk mainly about inclusivity, identity and freedom.

VIP Lounge

We have envisioned a separate, exclusive area near the stage where there will be a more comfortable setting where people can relax and enjoy the event, with their drinks provided to them at the lounge. We plan to build a platform to elevate the VIP Lounge from the general space.. In this platform there will be a seating area, charging station, an exclusive bar as well as a privileged view to the main stage.

Drawing Area

Attempting to further engage our audience with artistic activities we have designated a drawing area within our venue. There will be various materials to play with as well as a display panel to showcase all our audiences' works.



CHECK THE REST THE SPACE LAYOUT IN ANNEX DOCUMENT PAGE 21

PHASE 1: AUGUST- DECEMBER 2023

August 2023: Start researching artists and musicians that we want to collaborate with.

September 2023: Start preparing finance and grant applications. Define which ones are priorities and what do we need for each.

September 2023: Employ a head of communication to assist with marketing. Their first task will be to build the website and launch social media.

September 2023: Create a visual identity on the website and social media. Will include mission, vision and values and about/who we are, as well as a provisional list of collaborating artists and musicians.

December 2023: Become a legal company in Portugal

December 2023: Have our first meeting with the advisory committee to present the strategies we need to implement in the next steps. Focus on communication and how are we targeting our audience.

December 2023: Budget review and first meeting with external finance consultant.

PROJECT

PHASE 2: JANUARY- JUNE 2024

January 2024: Introduce collaborating artists on social media. Create content that educates our audience about gender diversity and acceptance

February 2024: Begin detailed research to locate unknown artists and DJs. start to look for artists and DJs. Go to art schools, look on social media etc

April 2024: At least one grant confirmed with the purpose of starting venue negotiation.

April 2024: Meeting with the director of the venue to discuss what services they can provide, e.g. stage equipment, lighting etc.

May 2024: Start meeting with artists. Commission them to create art for the festival.

June 2024: If booking is approved visit to the venue to decide on furniture and internal structures.

June 2024: Hire logistics manager (part-time position) to manage obtaining quotes and contracts.

PHASE 1: AUGUST- DECEMBER 2023

July 2024: Review quotes from different companies for furniture and stage structures etc.

July 2024: Preparing ticket sales.

July 2024: Start to contact foundations and associations that we can partner with to promote our brand and festival.

July 2024: Sponsorship packages confirmed.

September 2024: Have artist and DJ line-up confirmed and contract them.

October 2024: Big social media campaign to drive ticket sales.

October 2024: Distribute our first round of flyers and posters.

November 2024: Early bird ticket sales open.

November 2024: Confirm contracts for transportation, materials and installations that we need. Also food and bar spaces.

December 2024: Start intership program.

PHASE 4: JANUARY-MAY 2025

January 2025: Standard ticket prices.

January 2025: Employ head of staff to manage staff.

February 2025: Select and invite influencers (different to our brand ambassadors) through special PR boxes

February 2025: Confirm agreement with medical staff and design of the "safe spaces" in the festival.

February 2025: Confirm the venue design

March 2025: Second round of flyers

March 2025: Merchandise production

April 2025: Design master timetable of the whole event

April 2025: Launch of the volunteer registration campaign.

April 2025: Design logistical timetable which details equipment installation (stage and lighting), staff responsibility and create and confirm staff rota in collaboration with the logistics manager.

May 2025: Social media countdown with daily posts in the week before the festival to drive final ticket sales and create anticipation for the event.

May 2025: Review of ticket sales and payment of suppliers and other contracts.

May 2025: Festival set up of all stages and infrastructure

EVENT DAYS: MAY 16, 17 AND 18 2025

TIMELINE



FINANCIAL PLAN

EMERGE is an annual inclusive festival aimed at educating the public and promoting the work of emerging gender marginalised artists. Our financial plan will support our business plan for this project. Our main objective is to set realistic and financial expectations for developing a successful event, as well as to better understand future goals for the next 3 years. We will adopt an incremental budgeting approach, creating a realistic and informed plan for the first year, looking to gradually add expenses for the following years, in the hope of gradually expanding the size of our event. However, our first 3 editions will maintain a similar scale. During these first three years of the festival, we are mainly looking to consolidate the event among different audiences, build a stable team and strengthen our brand identity; therefore budget increases will be between 3% and 5% while maintaining an event with an estimated capacity of up to 4,000 people.

EMERGE EXPERIENCE	Edition		
	1°	2°	3°
Expenditure			
Venue	25.000,00 €	25.750,00 €	27.037,50 €
Installation (temporary constructions)	12.000,00 €	12.360,00 €	12.978,00 €
Fabrications: exhibit furniture, etc	6.000,00 €	6.180,00 €	6.489,00 €
Transportation	3.600,00 €	3.708,00 €	3.893,40 €
Security and logistics	6.000,00 €	6.180,00 €	6.489,00 €
Music/Art show productions	10.000,00 €	10.300,00 €	10.815,00 €
Special permissions / License fees	3.000,00 €	3.090,00 €	3.244,50 €
Photography	3.500,00 €	3.605,00 €	3.785,25 €
Insurance	1.500,00 €	1.545,00 €	1.622,25 €
Ticketing	500,00 €	515,00 €	540,75 €
Website design	2.000,00 €	2.060,00 €	2.163,00 €
Promotional streamings	200,00 €	206,00 €	216,30 €
Flyers and other promotional prints	3.500,00 €	3.605,00 €	3.785,25 €
Embassadors	1.300,00 €	1.339,00 €	1.405,95 €
Graphical Designs	1.500,00 €	1.545,00 €	1.622,25 €
Advertising (Social media)	1.500,00 €	1.545,00 €	1.622,25 €
Workshops / Talks	5.000,00 €	5.150,00 €	5.407,50 €
Travel expenses	2.000,00 €	2.060,00 €	2.163,00 €
Artist fees	12.000,00 €	12.360,00 €	12.978,00 €
Staff	20.000,00 €	20.600,00 €	21.630,00 €
Meetings and organization	1.000,00 €	1.030,00 €	1.081,50 €
Grants and sponsors applications	1.000,00 €	1.030,00 €	1.081,50 €
Merchandise production	2.000,00 €	2.060,00 €	2.163,00 €
Team uniform	2.000,00 €	2.060,00 €	2.163,00 €
TOTAL	126.100,00 €	129.883,00 €	136.377,15 €

Income			
Tickets	354.353,00 €	364.983,59 €	383.232,77 €
Sale of artworks (commission)	2.500,00 €	2.575,00 €	2.703,75 €
Renting spaces for food	6.000,00 €	6.180,00 €	6.489,00 €
Merchandise	3.500,00 €	3.605,00 €	3.785,25 €
Donors	2.000,00 €	2.060,00 €	2.163,00 €
Grants	15.000,00 €	5.000,00 €	0,00 €
Sponsorships and Partners	9.400,00 €	9.682,00 €	10.166,10 €
TOTAL	392.753,00 €	394.085,59 €	408.539,87 €

PROFIT OR LOST	266.653,00 €	264.202,59 €	272.162,72 €
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EMERGE projects a production cost of approximately €126,100. We are aware that in order to get this project off the ground we will initially require external capital investment. As sources of external funding, both public and private, we will need to raise a total of €26,400. These will come from grants (€15,000), sponsors (€9,400) and donors (€2,000), for the latter channel we do not have such a high expectation as it also depends on the success of our communication and marketing plan. As internal sources of income, we wanted to diversify our possibilities as much as possible, with the inclusion of: Artwork sales commission (€2,500), space rental for food and beverage sales (€6,000), merchandise production (€3,500) and, as the main source, ticket sales (€354,353). This would give us a total income of €392,753. This is our best case scenario and target, in which we could double the costs of the festival and secure a profit of €266,653.

POSSIBLE FUNDING SOURCES



General Directorate of the Arts (DGArtes): It is a state organisation, whose mission is defined as: "The General Directorate of the Arts is an organ of the Ministry of Culture of the Portuguese Republic whose mission is to coordinate and implement policies to support the arts in Portugal, with the priority of promoting and qualifying artistic creation, as well as guaranteeing the universality of its enjoyment".

Calouste Gulbenkian Foundation: This organization is defined as "an international foundation, based in Portugal, which promotes the development of individuals and organisations, through art, science, education, and charity, for a more equitable and sustainable society. The Foundation is a clear example of institutions aligned with our goals that can truly enhance our vision.

Millennium BCP Foundation: This foundation stands out for its patronage actions in relation to the conservation of cultural and architectural heritage. In recent years, however, it has taken a growing interest in contemporary art and cultural projects that demonstrate a social commitment.

Commission for Citizenship and Gender Equality (CIG): It is a national body in charge of promoting and defending gender equality as stipulated in the Portuguese Constitution, seeking to respond to the profound social and political changes in society in terms of citizenship and gender equality.

Instituto Português do Desporto e Juventude (IPDJ): The mission of the Portuguese Institute of Sport and Youth is to implement an integrated and decentralised policy for the areas of sport and youth, in close cooperation with public and private entities.

Creative Europe Program: This is the EU's funding program for the cultural and creative sectors. It offers financial support to projects in areas such as film, television, video games, music, visual arts and cultural heritage. Creative Europe invests in actions that reinforce cultural diversity and respond to the needs and challenges of the cultural and creative sectors.

STRATEGIC PARTNERS

ILGA Portugal: It is a non-profit organisation that works for the equality and rights of the community in Portugal. In addition to their human rights work, they also promote the visibility and inclusion of LGTBIQ+ people in the artistic field and the formation of community or support groups.

Casa Qui: It is an artistic and cultural project located in Quarteira, in the Algarve. It focuses on promoting cultural diversity and social inclusion. They organise events and art exhibitions that address issues related to sexual and gender diversity.

Queer Lisboa: This is the annual Lisbon International Queer Film Festival, it promotes queer cinema and provides a platform for LGTBIQ+ filmmakers and artists to showcase their work and share their perspectives. In addition to film screenings, it also organises debates, exhibitions and events related to queer art and culture.

Variações - Associação de Comércio e Turismo LGBTI+ of Portugal: It is an association that works to promote Portugal as an inclusive and safe tourist destination for the LGTBIQ+ community. Although their main focus is on tourism, they also collaborate with artists and organise cultural events and exhibitions related to sexual and gender diversity.



SPONSORSHIPS

As a festival, we believe that sponsors can be one of our main sources of funding. We want to consolidate ourselves as a reference event for art and music, as well as an important landmark for the queer community. This can be attractive for companies of different sizes, that besides wanting to achieve visibility for their brand, want to engage with an important issue of our society today. The general benefits we will offer to the different brands that work with EMERGE will be:

- **Brand exposure:** Sponsors will be able to place their brand on festival promotional material.
- **On-site exposure:** sponsors will have the opportunity to display their brand in key locations at the festival.
- **VIP tickets:** Sponsors will receive a set number of VIP tickets to the festival.
- **Online recognition:** sponsors will be able to appear on the festival's official website and social networks.
- **Press mentions:** sponsors will be able to receive mentions in the local, regional or national press in connection with the festival.
- **Artist connections:** Sponsors may have the opportunity to meet and connect with some of the artists participating in the festival.

Given the diversity of needs and purposes that can be found when looking for sponsors, we have created 3 basic sponsorship packages that offer these benefits, but in proportion to the financial contribution offered by each sponsor.

PRICING POLICY

We will sell 4 types of tickets. Customers will only be able to purchase tickets if they are over the age of 18.

Standard Day Ticket (for Friday, Saturday or Sunday): 45€

- Complementary day ticket wristband.
- Access to one day's worth of music and art.
- Enjoy EMERGE's range of interactive activities.
- Delicious food and drink on offer all evening.

Weekend Pass: 80€

- Complementary weekend ticket wristband.
- Access to the complete line-up of our carefully curated selection of artists and DJs.
- Enjoy EMERGE's range of interactive activities.
- Delicious food and drink on offer all evening.

VIP day pass: 70€

- All the benefits of the regular day ticket.
- Day VIP ticket holders will enjoy a close access area to the DJ set, a private bar and will be able to enjoy an exclusive lounge space.

VIP weekend pass: 120€

- All the benefits of the regular weekend ticket.
- Weekend VIP ticket holders will enjoy a close access area to the DJ set, a private bar and will be able to enjoy an exclusive lounge space.
- Weekend VIP ticket holders will receive commemorative festival merchandise.

COMMUNICATION PLAN

Our main communication goals are:

1. Establish our brand and convey mission, vision and values
2. Raise awareness of gender equity and rights for non-binary and trans people
3. Reach target market and potential collaborators
4. Attract sponsors and funders

MAIN PROMOTION STRATEGIES

Social media: Our social media will be the main form of interaction with the audience we want to reach. Being an emerging project, these platforms are fundamental to build an identity before launching the event itself. Our first objective in using them will be to make ourselves known to a wider and wider audience and to interact with projects, artists and accounts in general that can share our objectives. The main platforms we will use will be Instagram, Twitter, TikTok and Youtube.

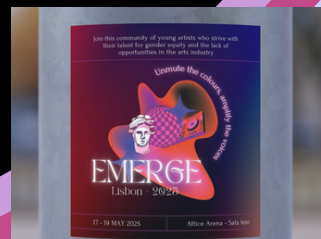
Website: In addition to being a key platform for ticket sales, our website will be a platform to position the project and a tool to connect artists and musicians with each other and with the community.

Ambassadors and influencers: To raise awareness of the event, we want to partner with different social media personalities with popularity in Portugal. With this objective, first of all, we will manage the figure of the ambassadors. They will be three influencers especially known in Lisbon. Also, we will make a selection of different influencers or relevant people in the industry to whom we will send a special invitation. We will not enter into any contractual obligation with them, we will contact the selected ones and send them a PR box.

Flyers and posters: The printed material will be an important part of our strategy in the months leading up to the event, when we start our ticketing campaign. We will mainly have two rounds of distribution, the first one will be in October 2024 (just before the start of our pre-sale campaign) and the second in March 2025.

Merchandise: It will be a strategy to reinforce our brand identity at the event itself. These will be eye-catching items with the different EMERGE logos and collaborations with the artists participating in the festival.

See the full plan in annex page 38.



PRELIMINARY **BINGE - UP**



CHARLOTTE DE WITTE (SHE/HER) BELGIAN

@charlottedewitemusic

Currently living in Lisbon, Charlotte de Witte's a Belgian born DJ whose surge on the scene has resulted in her being one of the most sought-after names in electronic music today.



VIOLET (SHE/HER) PORTUGAL

@violetakaviolet

DJ, producer, boss of Naive records, co-founder of Rádio Quântica, and mina resident Violet has been shaking up Lisbon's nightlife culture. Since moving back to Portugal, Violet's talent for elegantly blending techno with breakbeats and acid basslines has been recognised.



I.JORDAN (THEY/THEM) UK

@i.jordan

Emerging as one of electronic music's most exciting producers and DJs, I. JORDAN is a true disciple of high-energy, fast-paced dance music.



PEDRO NEVES MARQUES (THEY/THEM) PORTUGAL

@ipnevesmarques

Portuguese visual artist, filmmaker and writer. Born in Lisbon, Portugal but currently lives in New York, USA. Marques is an advocate for LGBTQI+ rights and has included this topic in many of their artwork.



AUCO (THEY/THEM) GERMANY

@auco_co

Affiliate of Berlin's No Shade Collective, Auco is known for their obsessive exploration into the craft of DJing. This is a Berlin based DJ mentoring programme for femme/trans/non-binary beginner DJs. Two years since their own DJ mentorship there, now teaches newcomers in the program



CRISTIANA MORAIS (SHE/HER) PORTUGAL

@cristianamorais

Residing in Lisbon, specialised in Fashion/Editorial Photography. Currently works as a freelance photographer, focusing on expressing different kinds of beauty through portraits.

ENVIRONMENTAL IMPACT

EMERGE has created several general sustainable practices that will help to minimise its environmental impact. These include prioritising collaborations with sponsors and vendors that share similar commitments to sustainability, sourcing merchandise from sustainable and ethical manufacturers and setting a positive example to festival attendees that they can replicate in their own environmental practice. For a full list of environmental practices and evaluation criteria **see page 56 in the annex**. Below is a summary of the most important areas EMERGE will take action in:

Energy Conservation

EMERGE will use energy efficient lighting, electric batteries instead of diesel generators and require vendors to use energy-efficient appliances and equipment to reduce environmental impact. These policies are somewhat constrained by Sala Tejo given that EMERGE will partly be using the venue's equipment. That being said, it will still be possible to use lighting sparingly and turn general electricity generators completely off when not being used to avoid unnecessary energy consumption.

Waste Management

EMERGE's most significant waste management policy will be the requirement of bars to use EMERGE's branded reusable cups. These will cost 1 euro and will significantly help to reduce the festival's waste. The price of the cup will be refunded if returned to the bar or alternatively, attendees may wish to keep cups as a collectors item and use them for future editions of EMERGE.

EMERGE will also install water fountain stations throughout the venue as an alternative to buying bottled water. Attendees will be able to use their EMERGE branded reusable cup or refill their own plastic. Furthermore, food vendors will be required to use biodegradable packaging and cutlery and offer at least one vegan and vegetarian option on their menu. They will also be encouraged to use local organic produce where possible. Recycling and general waste bins will be clearly labelled around the venue giving festival attendees the chance to dispose of their waste correctly. As detailed in our human resources plan, our volunteer programme will help with the clear-up of the festival, in exchange for a free ticket.

Transportation

EMERGE will encourage its festival attendees to travel to Sala Tejo by public transport and these public transport options will be clearly signposted on the EMERGE website. We will also make sure the venue is clearly signposted and accessible for pedestrians and cyclists to encourage sustainable transportation methods. Also, by mostly collaborating with Portuguese artists EMERGE will significantly reduce the carbon emissions that festivals normally create through recruiting international artists.

Sound and Light Pollution

EMERGE will set limitations on noise levels and will enforce immediate termination of music once the festival night is over in order to limit disturbance of the surrounding environment. Directional lighting and light shields will also be used to limit the disturbance of the surrounding environment.

HEALTH AND SAFETY

EMERGE will be an experience designed to be enjoyed. For this to be a reality, it is necessary to have strategies that help us to mitigate possible risk situations for both the attending public and for the whole team, staff, volunteers, artists, and musicians. It is our hope that this health and safety plan, with a focus on gender equity, will serve as a comprehensive guide for the development of an inclusive and, especially, violence-free arts festival/fair. The steps and strategies we will implement are as follows:

- 1. Risk assessment:** From the first phase of the project, we will constantly assess potential risks and the level of urgency they are at using a traffic light system (green, yellow and red). It is important to identify the problem areas and whether, as a team, we will have the capacity to reduce the risk or whether it is a situation that is beyond us.
- 2. Staff training:** Our staff will be provided with adequate health and safety training prior to the start of the festival. In addition to a mandatory sensitisation on gender awareness, equity, and prevention of gender-based violence.
- 3. Communication and safe spaces:** We will ensure that we have designated and signposted 'safe space' areas at the event where people can go if they feel threatened or need assistance. At these points we will provide trained and visible staff to provide emotional support, assistance and activate the appropriate protocols. In addition, it will be necessary to implement an effective communication system to react effectively and activate the necessary security measures.
- 4. Medical services and fire prevention:** It will be essential to set up a first aid station and have trained staff to deal with any medical emergencies during the festival, as well as identifying nearby ambulance services and hospitals for cases requiring specialised care. As these are indoor shows and performances, it will also be important to establish fire prevention measures and to make sure that the venue has up to date regular inspections of the electrical installations.
- 5. Zero tolerance policies:** Months before the event, we will take care to establish and clearly communicate zero tolerance policies towards any form of aggression, harassment, or gender discrimination at the event. These will be announced through our social media channels.
- 6. Hygiene and sanitation:** Procedures for proper waste and waste management, including regular rubbish collection and separation of recyclable materials, should be put in place. It will be important to ensure that in the case of gender-segregated toilets, there are gender-neutral options, to ensure the comfort and safety of everyone.
- 7. Drug checkpoint:** We cannot ignore that the type of event we propose to carry out, is a space where there may be a large presence of drugs. From EMERGE we do not want to take a merely prohibitory approach, instead we will set up a testing station for safe drugs.
- 8. Crowd control and security:** EMERGE will develop a plan for areas most prone to crowds and ensure spaces where there is constant movement and safe circulation within the festival.
- 9. Food and beverages:** EMERGE is committed to setting quality and hygiene standards for food and beverage suppliers within the festival and to ensuring they comply with all health and safety regulations and certifications required by Portuguese law.
- 10. Continuous evaluation:** Being a 3-day festival, the measures in the health and safety plan must have a constant evaluation. We will appoint staff members committed to continuous evaluation of the effectiveness of the measures implemented, gathering feedback from attendees, staff and artists. In addition, at the end of each day, it will be the job of the board to make necessary adjustments and improvements.

TECHNICAL PLAN

For the successful implementation of our project, we consider the following tools to be essential to delivering the EMERGE festival. Some will be purchased for long-term use and others will be contractually hired as needed, taking into consideration budgeting limitations.

Sound Equipment & Cameras:

High quality loud speakers

Microphones and recording equipment

DJ equipment (headphones, mixer, turntable and laptop computer with software)

Cameras

While the sound system equipment will be provided by the venue, most of the equipment required for the DJs will be sourced externally. Due to the speed with which these items become outdated, we do not want to make purchases that will be quickly affected by depreciation. By hiring we can offer our DJs the best up-to-date equipment. Cameras and recording equipment will also be essential in order to record the inaugural festival and subsequently create promotional material that can be used to raise awareness of the festival. This material will drive our marketing campaign for future events, provide material for social media and will later be presented to future funders and investors. During our first two years, we will try to invest in this equipment ourselves rather than renting it.

Ticketing and EPOS system:

Ticketing platform and ticket scanning equipment

EPOS system (to collect card payments)

Cash register (to collect cash payments)

EMERGE festival tickets will be paperless, which will therefore require us to use ticketing software such as vFairs or Zoho to manage and validate ticket sales. We will also need to hire ticket scanning equipment that staff can use to check tickets. The festival will also require an EPOS system to manage payments for food, drink and merchandise. This will be collected via card payment or in cash and processed through a cash register.

Lighting & Effects:

Stage lighting and control consoles

Projectors for moving holograms and special effects equipment to control this

Any additional lighting fixtures for exhibition spaces

Basic lighting equipment and control consoles will be provided by the venue. However, as EMERGE is branded as an 'immersive experience' additional specialist lights and equipment will be necessary. This will include projectors and special effects equipment that we will use to create hologram displays and additional lighting installations (as detailed in the venue plan). We will also need to be prepared to source any additional specialist lighting fixtures for the exhibition spaces that cannot be provided by the venue.

EVALUATION

In this Evaluation, we describe the steps to assess the impact and efficiency of our event. The information gathered after the event will allow us to better understand the improvements and also the areas in which the event had the most success, through a number of key metrics that both the financial part and social media will provide. The evaluation will ultimately present valuable insight into what we, as a team, can improve for future events not only for our audience but also for all stakeholders.

Financial Performance:

- Calculate revenue generated and compare to initial financial objectives
- Internal review of profit and loss balance.
- Review with the financial advisor on the financial results of the festival, finalisation of contracts and outstanding payments.
- Calculate Return of Investment (ROI)
- Preparation of a balance sheet to present to our partners and sponsors about the results of the event.

Social media perception:

- Calculate how many and who was tagging EMERGE in their social media posts during the festival
- Analyse amount of User Generated Content (UGC)
- Publish official event photographs
- Interact with people who comment or tag EMERGE social media
- Collect feedback from audience through surveys, messages and observations located in social media platforms

Public feedback indicators:

- Email feedback form to all festival attendees and analyse responses
- Collect feedback from all artists and DJs

Internal team evaluation:

- Team meeting to debrief the impact, improvements and successes of the event
- Review environmental impact, evaluate logistics, review health & safety to improve future festival editions.

