
Trabajo Final de Máster

Kinshasa Art HUB

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Universitat Internacional de Catalunya

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Kinshasa Art HUB

Final Project

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Executive Summary

01

The Project

Kinshasa Art HUB is an affordable and collaborative art space which is created to support the creative sector and artists who have limited opportunities in Kinshasa-D.R. Congo where they can focus on artworks with various basic materials provided. It is also a meeting point to exchange experiences and connect with each other and the visitors through artistic events and workshops, and an exhibition area to show art works and be part of an artistic community.

The need

There are many talented artists in the country. But a problem arises because these artists simply do not get the support they need to work, live and participate in the development of the creative industry. According to information from our market research, artists complain about the lack of visibility and the need for local markets. Other challenges include accessibility to materials as they are expensive and hard to find, and insufficient technical infrastructure.

Why Kinshasa?

The creative sector is on the rise in D.R. Congo but there are still a lot of unanswered needs of the artists and the public. There are a few art institutions supporting and promoting the creative and cultural sector. Art is considered luxury and not accessible. It's still mostly a secluded industry and not enough opportunities for artists and audiences to reach art.

As any other capital city in the world Kinshasa has the most density of attraction and demand in the art and cultural sector. With 17 million inhabitants in this capital and diverse communities inside, Kinshasa would be an ideal place to start developing the art and cultural sector in the country. It has a big potential for sustainable growth and progress.

Why Now?

Recently, the art and culture sector in Kinshasa has been experiencing growth, primarily driven by international organisations' financial support rather than governmental backing. The government has, however, facilitated procedures and updated strategies to emphasise the professionalism of the creative sector. This period of rise in the cultural sector presents an opportune moment to support artists and help improve a sustainable market.

[See Annex: *'The Project'* for more info]



Moké, "Kinshasa at noon" 1980. Acrylic on Canvas.

What are we doing?

For Artists

There is a growing number of artists, but the cultural institutions, infrastructure and production of materials remain relatively limited. As such, Kinshasa Art HUB provides a collaborative environment for artists and art enthusiasts, complete with necessary equipment and materials, enabling them to develop their talent within favourable conditions. Furthermore, we offer a wide range of services / products to support artists, including;



Products & Services

- **Co-working Area with Equipment:** Our hub provides a shared workspace furnished with all the essential materials and equipment that artists need to pursue their creative endeavours. This art space is thoughtfully designed and suitable for various art practices.
- **Exhibition Area and Rental Spaces:** We have dedicated exhibition areas where artists can showcase their artworks. Additionally, we offer rental spaces for their events and activities, allowing them to connect with audiences and promote their work effectively. It includes an area with a stage for performing arts and meeting rooms for special meetings.
- **Workshops and Courses:** We organize workshops and courses designed for both artists and art enthusiasts / audiences , offering opportunities to acquire new skills, expand their knowledge, and foster artistic growth. In the long term we are also planning to organize online classes.



- **Art Product & Sales:** In addition to supporting artists' creative process, we provide a platform for the sale of art-related products. This includes supplies and materials needed by artists, as well as artworks created by talented artists within our community.

- **Diverse Art Events:** Collaborating closely with artists, we curate a variety of art events that cater to different interests and audiences. These events are designed to be accessible to all, fostering a broader appreciation and engagement with the arts.

For The Market

The art sector in the Democratic Republic of Congo (DRC) is experiencing growth, although it still maintains a relatively small presence. While there is a rising number of emerging artists, there is also a brain drain phenomenon as the market is not yet sufficiently developed to retain these artists.

As such, Kinshasa Art HUB aims to not only work with artists but also contribute to the development of the art market. To achieve this, we plan to integrate art into the common activities of the city. When we consider the dynamics of the city and the interests of the public, our initial strategies include;

- Lottery: Given the vibrant nature of the city's events, we will incorporate lottery drawings among the audience. This will allow the attendees to familiarise themselves with artworks and, ultimately, increase the value attributed to art and artists.
- Street Art Exhibitions: We will organize interactive and participatory street art exhibitions in areas where artworks are sold on the streets. These exhibitions will encourage the audience to reflect on and express their thoughts about the displayed art. The first two people who grasp the artistic concept will be rewarded with artworks.



- Prints and Online selling; We will ensure maximum visibility for the artworks by selling them both onsite and online. To make art more accessible to everyone, we will not only offer original artworks for sale but also provide Fine art prints that are available online and in our art space.

- Moreover, we intend to collaborate with interior designers and architects working on commissions and projects, providing them with artworks created by our artists.

Looking ahead, one prospective idea for the future is to organize reality TV shows focused on art. Reality shows are popular TV shows that the public in the DRC is interested in and watched fondly. This initiative aims to inspire a broader audience to appreciate and support the arts.



Mission, Vision and Values

Our Mission

To create an affordable and collaborative art space to support and promote artists, giving them visibility, create a sustainable market opportunity for them and attract more people to the cultural and creative sector.

Our Vision

To help and engage in the development of the art and cultural sector and contribute to the democratisation of art in the country.

Our Values

- **Visibility:** Using the space, the exhibition area and the partnerships of our project, we want to bring to light artists that couldn't have the possibility to do so on their own.
- **Opportunity:** Offer the possibilities to artists to live off their art nationally and internationally.
- **Participation:** We want to bring artists, audiences and institutions to participate through partnership in the development of the art world.
- **Democracy of art:** We give the possibility to everyone to access and enjoy the art.
- **Community:** We want to offer more than just a space but a place for all the participants to share experiences, opinions and interests around the common point.
- **Creativity:** We encourage the diversity of ideas and creation methods.
- **Diversity and Inclusivity:** We welcome from different backgrounds and experiences to the community to create an inclusive platform for exchange.
- **Sustainability:** Using the platform, we want to carry actions that will develop long term development of artists and the creative sector.

Company Overview

02

Legal structure of Kinshasa Art HUB; We are a not-for-profit cultural organization. It is a partnership consisting of 4 partners. The main purpose of our company is not to make profit. It will mostly be financed by funds. Income from services and products is not shared between partners, but will be used for the continuation of the company.

[See Annex: 'Legal Status' for more info]

Board of Directors



Anne-Marie Likwela | General Manager

She is from DR. Congo. She has a bachelor in Business Administration. She has experience in business and is also a painter. She knows much about the recent situation of the art and culture sector and its needs in Kinshasa.

Artur Seijo | Art & Project Development Manager

Russian Orchestra Artist. Bachelor in Violin and experience in different orchestras. He says, interested in art, such as painting, and was impressed when he visited an exhibition in Moscow in 2017 dedicated to painting and Congo history, so the artists of Africa became part of his paradigm.



Esra Yardımcı | HR & Operations Manager

She is a Turkish artist. She studied Traditional Turkish Art. She has more than 10 years of experience as an illumination artist and she knows the challenges artists face in the creative industry.

Keyhan Amani | Marketing and Communication Manager

He is an Iranian ceramic artist. Studied Islamic Art & Ceramic. He has experience in organizing touristic craft tours and training in ceramics. As an experienced artist, he also knows the challenges and opportunities of the creative sector.



As a team that has experienced the difficulties in the sector, we think that we can analyze it well. And we believe that the cultural and professional diversity in our team is our unique and strong side and will benefit our project.

[See Annex: 'Human Resources' for more info]

Our Ambassadors

In our support committee; we have a wide range of professionals with different backgrounds as backbones of the project.

- **Jean-Claude Tshipama** - Deputy Director of EquityBCDC - Kinshasa
- **Christoph Pasour** - Director of Master of management of Arts and Culture at UIC - Barcelona
- **Atilla Yardımcı** - Business Scientist of BCN Data Science - Barcelona
- **Daniel Mukenda** - CEO of BlissHome - Kinshasa©
- **Katrin Imhof** - CEO of Satellites of Arts - Switzerland
- **Malafi** - Cultural Operator (Maison culturelle des mwindeurs)
- **Idris Kitota** - Artist - Kinshasa
- **Berthie Bena** - Cultural Operator (Pax in Terra) - Kinshasa

Our Ambassadors / Advisory Board help us as representatives of the organization, mentors and subject matter experts.



Jean-Claude Tshipama



Christoph Pasour



Atilla Yardımcı



Daniel Mukenda



Katrin Imhof



Malafi



Idris Kitota



Berthie Bena

Strategic Goals & Objectives

03

Goals

- To encourage artists candidates (Art students, recent graduates etc) and artists with limited opportunities, to continue their careers by providing an affordable and conveniently designed art space for art practice.
- Supporting the development of art and the artist by organizing artistic events, thus increasing the interest of the society in art and making art valuable in their eyes.
- To make hard-to-reach 'art materials' accessible to passionate artists by setting up a sales corner in our art space.
- By including talented artists in an art community, to make them visible and at the same time increase the awareness of their art in society.
- Helping the growth of the Kinshasa art market by organizing new, attractive artistic events and collaborating with other cultural institutions.
- Our long run goal is for Kinshasa Art HUB to become an integral part of networks where individuals from diverse cities and nations engage in cultural exchange and participate in reciprocal programs, encompassing both physical and virtual.

Objectives

- 2024 - Attracting funds and locating resources. After the grand opening, to reach regular 75 customers (subscribers -daily/weekly/monthly- fixed customers who rented the workplace) in six months in the first year.
- 2025 - Market positioning, building sustainable relationships with local partners, expanding product/service content. Reach an audience of 3000 for the events. Organizing 15 art events.
- 2026 - Expanding target audience (location, age...) and the sales volume, increasing the sponsor portfolio, improving branding activities.

Creative Art Market in Kinshasa

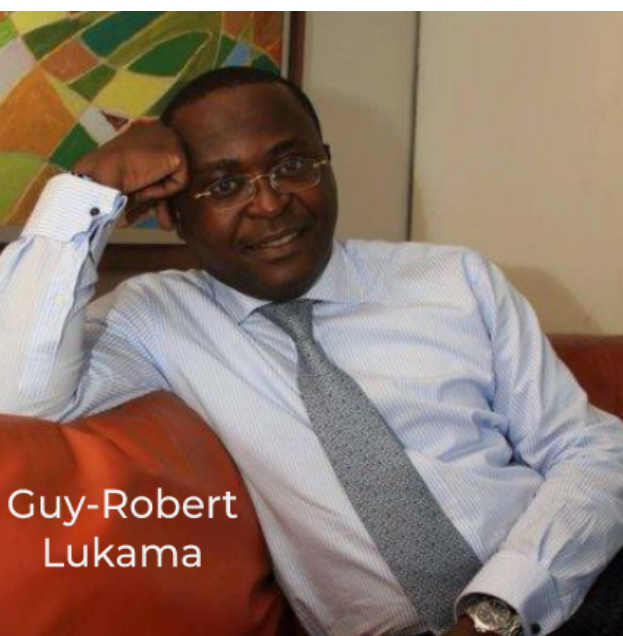
D.R. Congo boasts a rich artistic tradition in painting, sculpture, and music, creating a diverse and vibrant art scene. Recently, there has been a surge in interest and investment in Congolese art, both domestically and internationally. However, the art market in Congo remains small and underdeveloped due to limited resources for artists, posing challenges for production, exhibition, and art acquisition. Supportive initiatives and organizations for the Congolese art scene are scarce.

Despite being perceived as a poor country, D.R. Congo has a significant wealthy population. Our research indicates that the country has one of the highest rates of millionaires among impoverished nations. **6% of the population of approximately 107 million are millionaires**, many of them as businessmen, singers, leaders etc.. In the capital city of Kinshasa, these newly affluent individuals reside in secure and upscale residential areas, highlighting their potential as art buyers.

Overall, despite challenges, the artistic community in Kinshasa, D.R. Congo, thrives with substantial prospects for future growth and development.

According to the article published in 'artnet news' on September 1, 2022;

"Lack of Visibility and Need for a Local Market; Despite its abundance of talented artists, there are very few spaces for artists to exhibit their arts in Kinshasa."



Guy-Robert
Lukama

A Congolese businessman and collector Guy-Robert Lukama states that there is a cultural crisis in Congo; He states that people have lost their trust in their culture and this trust needs to be re-established. And He says;

'At least 10 galleries, more institutions and local collectors are needed to rebuild the scene and reminisce about cultural heritage.'

[See Annex: 'Market Research' for more info]

Local Competitors

According to our benchmarking study, we observed that there are a few alternative art facilities/galleries in the local market that could be our potential competitors.

- **Space TEXAF Bilembo;** is a cultural & educational space. It has an educational and artistic mission. The main activity of it is workshops and an exhibition space. The space supports plastic creation by responding to the demands of artistic leaders and by organizing individual exhibitions and selling paintings. It serves a customer base that has already established itself in the market. In contrast we aim to support a wider range of artists with our principle of inclusiveness.

- **Kin Art Studio;** is a cultural structure of contemporary visual arts. This structure promotes innovative creation in the field of visual arts and other forms of contemporary expression. It has services such as workshops, exhibitions, art residency and conferences. It is especially focused on the art residence and activities are mostly for the artists staying in the residence. Kin Art Studio collaborates with other art studios and its owner Vitshois Mwilambwe B. is the organizer of The Congo Biennial.



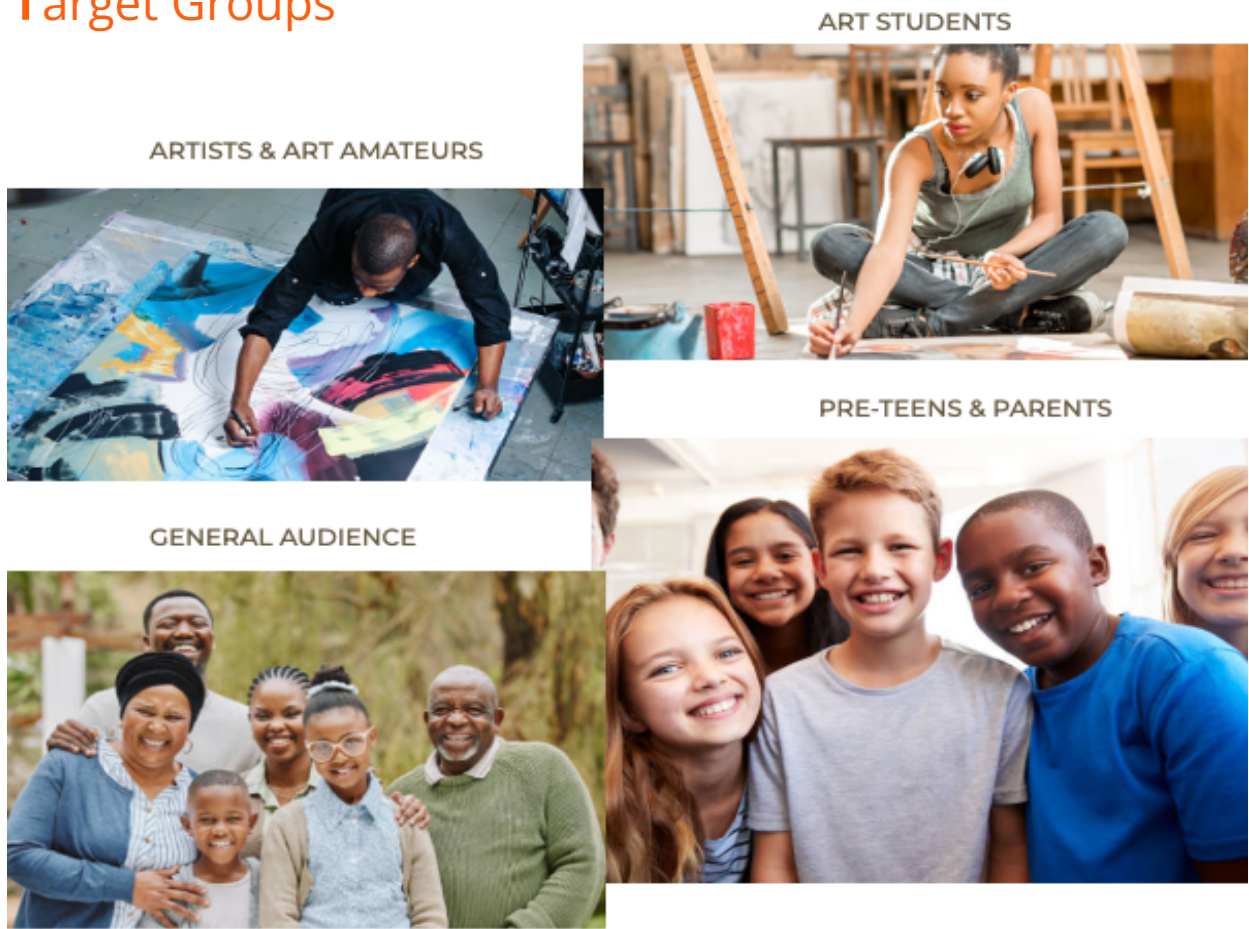
Our Competitive Advantages

Kinshasa Art HUB is an innovative project that brings new services to Kinshasa. What makes it different is; affordable prices, service diversity, and most importantly, being the first and only art HUB that offers co-working area services suitable for artistic practice (with daily, weekly and monthly usage options) are our strengths that distinguish us from others. Moreover, we are ambitious to support artists operating in the digital field in our center, which we plan to equip with a good technical infrastructure. Another aspect of us that stands out from other art centers is to make art materials accessible to artists and art students who are ambitious with art by bringing and selling art materials that are difficult to reach at affordable prices.

As a result, each of us are arts centers focused on similar goals to support the cultural sector. As Kinshasa Art HUB, we see these art centers as our partners rather than our competitors that we can collaborate for the democratization of art in the DR Congo by participating in joint projects in the coming periods.

[See Annex: 'Competition' for more info]

Target Groups



Our market is composed of various consumer segments such as;

- **Art students;** Art school students who need support during their education and after graduation.
- **Artists;** Young, emerging, established. They are affected by the lack of opportunities in the local market and demand favorable conditions to pursue their art careers, more cultural institutions (such as arts spaces, galleries), and greater visibility.
- **Art amateurs;** These are people who engage in artistic activities as a hobby. They also acquire artworks for the aesthetic.
- **Pre-teens & Parents (Family);** Families with children who want to spend time together and do activities.
- **General Audience / Visitors;** They are potential public audiences who can participate in artistic activities.
- **Cultural and Educational Institutions;** Institutions where joint artistic activities can be organized by collaborating.

We aim to support and attract a wide range of consumers with our principle of inclusiveness.

[See Annex: 'Target Market' for more info]

SWOT Analysis

STRENGTHS

Affordable services / products,
Providing basic art materials support,
A co-working area suitable for producing / practising art,
To establish a good technological infrastructure where artists can work in the digital field,
Product and service diversity,
Equipment variety.

OPPORTUNITIES

Visible high need in art and cultural sector in the country,
Few competitor in the sector,
The interest of international funds and investors in the country,
In the sector the institutions are open to collaboration,
Customer potential regarding the increase in the number of art students in recent years*.

**According to the country report shared by the 'UNESCO World Conference on Higher Education (WHEC 2022)'; there has been a 45% increase in the number of art students from 2016 to 2021 in DR-Congo.*

WEAKNESSES

In the project team, which consists of people from different cultures and experiences, there is only one local partner (Anne-Marie) who knows the country and culture. Others in the board team, which doesn't have sufficient knowledge of the country and culture, doesn't have enough work experience and network in this geography.

THREATS

Art is not appreciated enough in the society,
Visual arts market is not large enough,
Music is the preferred art form rather than visual arts,
High cost of living,
Unstable political and economic environment in DR Congo.

[See Annex: 'SWOT Analysis' for more info]

PESTLE Analysis

Kinshasa Art Hub has the potential to succeed by strategically navigating the opportunities and challenges presented by the PESTEL analysis. Despite the unstable political environment and high corruption rate, the organization can seek support from specialized services within the Ministry of Culture and private and international investments. By tapping into the rich cultural diversity and youthful population of Kinshasa, the project can engage the community, make art more accessible, and create a platform for Congolese artists to not only showcase their talents but also recognize their values.

While technological limitations exist, Kinshasa ArtHub can work towards improving access to reliable internet and modern tools to empower artists and facilitate global exposure through our services. Furthermore, by promoting sustainable practices, advocating for fair treatment and intellectual property rights, Kinshasa Art Hub can contribute to the development of a vibrant and responsible art sector in the country. Through strategic partnerships, community engagement, and a strong focus on nurturing local talent, Kinshasa ArtHub can create a thriving ecosystem that benefits artists, the community, and the cultural landscape of the Democratic Republic of Congo.

[See Annex: 'PESTLE Analysis' for more info]

Marketing Mix & Communication

05

Product & Service

- **Co-working Area:** It is a rental co-working area which is suitable for art practice with provided basic materials.
- **Rental Areas:** It is an area for exhibitions and events. Also it includes a saloon with a stage for performing arts, and meeting rooms for special meetings.
- **Workshops & Courses:** We organize workshops and courses designed for both artists and art enthusiasts, offering opportunities to acquire new skills, expand their knowledge, and foster artistic growth.
- **Art Product Sales:** In addition to supporting artists' creative process, we provide a platform for the sale of art-related products. This includes supplies and materials needed by artists, as well as artworks created by talented artists within our community.
- **Diverse Art Events;** Collaborating closely with artists, we curate a variety of art events that cater to different interests and audiences. These events are designed to be accessible to all, fostering a broader appreciation and engagement with arts.

[See Annex: 'Marketing Mix, Product/Services' for more info]

Promotion

- Social Media, website
- Billboard advertising
- Print materials;
Flyers, posters etc.
- Media (Press, TV & Radio)
- Personal Communication;
Word of mouth, network



[See Annex: 'Marketing Mix, Promotion' for more info]

Place / Distribution

- In place, shop front
- Online sales (social media, website)
- Street sales in popular streets

[See Annex: 'Marketing Mix, Place/Distribution' for more info]

Pricing Policy

We are a not-for-profit organisation. We aim to provide an affordable service/product to artists and audiences. That's why most of our service sales are at cost price or low profit margin. Profitability is not our first goal, however we plan to generate 60% of our revenue from funds for the continuity of our company.

- | | |
|-----------------------------------------|---------------------------------------------------|
| - Art co-working area | : \$45/month, \$25/week, \$10/day |
| - Rental areas (for exhibitions/events) | : \$50/hour |
| - Rental meeting rooms | : \$10/hour |
| - Workshops and Courses | : \$8/class |
| - Art Events | : \$4 ticket |
| - Art Product Sales | |
| <i>a- Supplies/materials</i> | : Profit margin 20% per unit |
| <i>b- Art works sales</i> | : Commissions of up to 30% from selling art works |

[See Annex: 'Marketing Mix, Pricing Policy' for more info]

Communication Plan

Key message: Kinshasa Art HUB is a space for creativity and community, and a place where artists and art enthusiasts can come together to learn, create and appreciate art.

Strategy

Communication : 3 languages: -French -Lingala -English	1st Semester of 2024	Focusing on online promotion, Social Media and street marketing
	2nd Semester of 2024	Investing in: Media, PR, Social Media, street marketing, Crowdfunding campaign.
	2025	Developing Internal tools, marketing
	2026	Investing in Marketing and communication, developing new adjusting communication strategies

- Goals**
- Build a strong community
 - Gain artists and public attention
 - Set up engaged partners
 - Raise awareness
 - Establish our brand

2024												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Social Media												
Print												
Digital												
Press												
Website												
Partners												

2025 / 2026												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Social Media												
Print												
Digital												
Press												
Website												
Partners												

[See Annex: 'Communication Plan' for more info]

Operational Plan

06

Timeline

-BEFORE LAUNCH

- 2024 Jan-June
 - Searching and reaching grants & sponsors
 - Setting-Up (Legal Registration, locating & renting building, physical set-up of the art space)
- 2024 March
 - Creating website
- 2024 Jan-June
 - Promotional activities and ad campaigns
- 2024 April 15
 - Outdoor Public Art Fest to promote '*Grand Opening*'

-LAUNCH / OPENING DAY

- 2024 Q2
 - Launch Campaign; promotional activities
- 2024 June 30
 - Grand Opening Day

-AFTER LAUNCH

Monthly 2024/25/26

- Organize Internal Art Events/Exhibitions
- Organize Workshops & Classes
- Regularly searching and reaching sponsors, funders & donors
- Promotional activities & ad campaigns

Quarterly 2024/25/26

- Organize external Art Events
- Organizing discount campaigns
- Surveys - Creating and follow-up loyalty & satisfaction programme

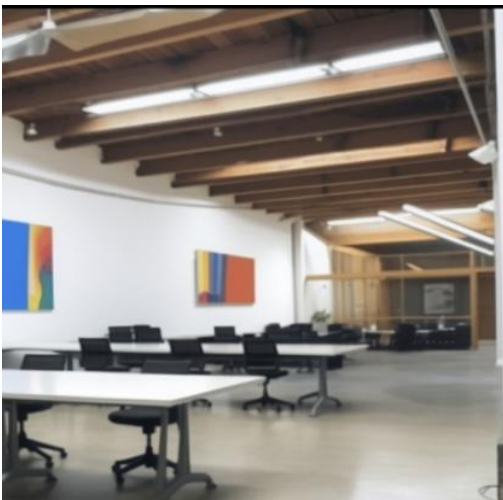
[See Annex: "Action Plan Timeline" for more info]

Venue Plan

Kinshasa Art Hub will be located in the city centre (Limete neighbourhood) for the proximity with our customer segment, as an easily accessible area of Kinshasa with goods transportation links. The first three years the buildings will be rented, with rental expenses covered by funds from the Ministry of arts and culture. The venue consists of two warehouses of 450 square meters and 360 square meters, that will be rehabilitated to suit the need of the organization and of our customers



The venue will be a hub for creativity and community, and a place where artists and art enthusiasts can come together to learn, create and appreciate art, with the following characteristics :



- **Amenities:** Our main offers to our consumers. A vast co-working space for artists, visual arts traditional and digital. Two rooms for performing arts and two meeting rooms for workshops, meetings, as well as additional amenities such as a storage space in the first building and in the second building, an exhibition area and an event area. It will also have a café, a seating area for visitors to relax and socialize, and a small shop selling art supplies and works of art created by local artists.

- **Flexibility:** The venue will be flexible and adaptable, with the ability to accommodate different types of exhibitions and events. This includes the ability to change the layout and use of the space, as well as the ability to incorporate different types of art installations, visual and performing arts.



- **Atmosphere:** It will have a welcoming and creative atmosphere that encourages interaction and engagement with the artworks on display and collaboration. This includes the use of natural light, plants, and other decor to create a unique and inspiring environment. The interior design of the venue reflects the vibrant and diverse culture of the DR Congo, with bright colours, murals, and other artistic touches throughout the space.

[See Annex: "Venue Plan" for more info]

Human Resources Plan

07

The staff of Kinshasa Art Hub will consist of: Board of Directors, Artists (as workshops/classes tutor), volunteers (for art events, workshops, exhibitions, communication campaign), advisors and staff required for services such as security and cleaning will be outsourced. In addition, outsource support will be received from a financial expert for the first 3 years.

The Board of Directors will work full time, contracts for other staff will be project based depending on workshops or arts events. We will need the presence of an artist/tutor for each workshop; the number of volunteers should be determined according to the actual demand of the project.

- **Board of Directors;**
 - **Anne-Marie Likwela | General Manager;** Searching for funds, building networks and raising funds from national/international funders and sponsors. As the only Congolese in the team, will lead the entire team. She will work and assist in coordination with the Marketing & Communication manager and HR manager, especially due to her command of local languages and French.
 - **Artur Seijo | Art & Project Development Manager;** Developing projects, events and activities according to market research proven needs. Organizing internal and external art events.
 - **Esra Yardimci | HR & Operations Manager;** To determine the daily operations in the place, to ensure its internal organization and staff coordination in order to provide service quality and a pleasant atmosphere and experience.
 - **Keyhan Amani | Marketing and Communication Manager;** Developing marketing & communication strategies, content and KPIs. Developing customer retention & promotion strategies, engaging relationships with key media outlets.
- **Artists;** Tutors to work in workshops/classes
- **Volunteers;** University students, art lovers, amateurs etc. Helps in the organization of artistic events and communication.
- **Ambassadors/Advisory Boards;** Representation of the organization, promotion, visibility and network. Advices and suggestions concerning the whole organizational process.
- **Outsource staff;** Security, cleaning services and a financial expert will be outsourced.

[See Annex: "Human Resources Plan" for more info]

Financial Plan

08

Set Up Costs; A capital of \$10,000 will be put in to cover the company's initial expenses. This will be covered by the capital invested equally by the founding partners.

Income Statement; As Kinshasa Art HUB to fund our expenses, we will require various sources of income. Aside from the space rentals, subscriptions (coworking area -daily,weekly,monthly-), events and workshops, we will rely on grants (funds, donations, crowdfunding), subsidies and sponsorship, and the sale of art works and supplies.

BEST CASE SCENARIO

Income	Year 1	Year 2	Year 3
Capital	\$10.000	\$0	\$0
Donations	\$20.000	\$30.000	\$30.000
Funds	\$60.000	\$75.000	\$75.000
Crowdfunding	\$25.000	\$25.000	\$25.000
Space rental	\$5.000	\$10.000	\$10.000
Monthly fee	\$6.500	\$12.500	\$12.500
1-week fee	\$2.500	\$5.000	\$5.000
Daily fee	\$600	\$1.200	\$1.200
Workshop	\$5.000	\$10.000	\$15.000
Sales (Art products)	\$10.000	\$20.000	\$25.000
Event	\$6.000	\$12.000	\$12.000
Sponsorship	\$6.000	\$15.000	\$20.000
Total Income	\$156.600	\$215.700	\$230.700

Expenses	Year 1	Year 2	Year 3
Registration	\$500	\$0	\$0
Trademark	\$500	\$0	\$500
Advertising & Communication	\$12.000	\$7.000	\$7.000
Insurance	\$500	\$600	\$600
Rent	\$32.000	\$48.000	\$48.000
Installations (Design/Rehabilitation)	\$15.000	\$0	\$0
Salaries/Outsourced employee	\$26.000	\$39.600	\$39.600
Maintenance/Repairs	\$0	\$5.000	\$5.000
Utilities	\$2.000	\$3.000	\$3.000
Materials (Art & Office supplies)	\$25.000	\$30.000	\$30.000
Events organization	\$2.500	\$6.000	\$6.000
Equipment	\$22.000	\$5.000	\$5.000
Furniture	\$16.000	\$1.000	\$1.000
Total Expenses	\$154.000	\$145.200	\$145.700

Surplus/Deficit	Year 1	Year 2	Year 3
	\$2.600	\$70.500	\$85.000

Tax fee	Year 1	Year 2	Year 3
	\$780	\$21.150	\$25.500
Profit After Tax	Year 1	Year 2	Year 3
	\$1.820	\$49.350	\$59.500

Objectives

- Start with 10.000 dollars in capital to cover initial expenses
- Breakeven at the end of the 1st year.
- Making a surplus from year 2 onwards.
- Making earned income 25% (space rentals, coworking rentals, workshop, sales art supplies, event) of all income from year 2 onwards.

Sub-objectives

- Having a diverse income range, consisting of: 60% grants (donations and funds), 20% subscriptions, 15% other income (art product and supplies sales, events etc.), 5% sponsorship.
- Setting aside 5% of income, each year, from year 2.
- Based on the 22% increase in donations and funds, it is expected to increase in income from the 2nd year.

[See Annex: "Financial Plan" for more info]

Funding Opportunities & Supporters

The funding of Kinshasa Art HUB will rely on grants and donations from funders, public & private and national & international, for the first years, while developing at the same time a sustainable approach for the organization.

Our plan is to reach partners who are known to support artistic and cultural development in African countries with a considerable amount of funding and through whom we can benefit from the promotion.

To support our fundraising campaign, we will produce different materials to promote with strong communication. Working with the media on this campaign will help with the exposure of the organization.

We will produce a publication, pointing out the challenges of the cultural sector, and the opportunities that its development can bring to society as a whole and how each can participate by supporting the project.

FUNDERS



[See Annex: "Funding Opportunities" for more info]

Sponsorships

For collaborating with us, sponsors can get increased visibility, engagement and positive brand image. They will showcase commitment to corporate social responsibility and enhance their reputation and community engagement. They can promote their products through product placement in our events and activities. They will also have their names and logo written on murals, on our website and have their rooms in the space with their names. In exchange, we will have resources and for our events and activities.



Partnerships

We have selected our partners based on the shared vision and goals with our organization. The partnership will have as a core foundation, the collaborative development of talents, resources and audience. Each partner's strategic goals and objectives will be taken into account, ensuring a mutually beneficial alliance that promotes growth and progress for all involved parties. By leveraging our collective strengths and aligning our efforts, we aim to create a synergistic relationship that maximises the potential for achievement. We will be able to get legitimacy and recognition from partnering with our chosen partners and have access to a pool of resources, be it human, financial, materials and potential customers.



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[See Annex: "Funding Opportunities" for more info]

Risk Mitigation Plan

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Category	Risk Description	Probability	Prevention/Remedy
Financial	If the expected funds from the government, local authorities / companies can't be obtained...	Medium	Increasing the support received from international funds
Financial	If the expected income in donation and fund support cannot be achieved...	Low	The need will be met with extra sales, workshops & events.
Financial	We will request funds from the government to rent a building. If we don't get support on this...	Medium	Research local companies that may be sponsors/funders that can afford the rent
Political	Political instability in the country	High	Make necessary adjustments to activities, ensuring they align with the prevailing circumstances. Modifying schedule and diversify event format (on-site and online)
Social	Social disruptions	High	Actively engage with the community by organising workshops, talks, and interactive events that encourage dialogue, collaboration, and artistic expression to create a sense of belonging and resilience.
Market	If audience participation declines...	Low	Increasing publicity campaigns on national channels.
Market	If an agreement isn't made with enough number of artists who will give master classes	Low	Develop more projects, keep on negotiating with them and looking for others constantly.
Market	if enough number of customers is not reached in the first year	Medium	Making field visits & activities, on-site promotional campaigns, increasing collaboration with cultural institutions, implementation of discount campaigns
Partners	Insufficient sponsorship agreements	Low	Keep searching for alternative sponsors. Contact local networking circles & authorities.



Evaluation Plan

The following evaluation criterias will be used to determine the improvements needed to achieve the desired success in our project and to achieve our goals;

- **Number of subscribers;** (Users of the co-working area, regular participants in workshops and classes)
- **Number of visitors/audience;** (participants of our events)
- **Satisfaction;** We aim to ensure that our customers are satisfied with the service we provide.
 - Satisfaction level; Customer satisfaction will be measured by survey and 90% success level is targeted.
 - Churn rate; Some of the customers obtained in the first year may be lost the following year. We aim for this churn rate not to exceed 20%.
 - Engagement; We aim at least 50% of our customers to receive services in more than one area. (Workshop, work space, art events and products).
- **Growth rate of income;** To follow the development by making financial analysis to measure the success in income increase. (Donations, Funds, Crowfundings, Sponsorships, Events & sales)
- **Number of corporate funders;** analysis and follow-up of the number of funders and donors for sustainable fundraising.
- **Growth rate of Average Gift Size;** increase the average amount of funds received from each funder.
- **Analysis and monitoring of website and social media data** (number of followers, website traffic, number of repost etc.)

We plan to monitor these measurements by reporting monthly and quarterly trends. With the data we obtain, we will be aware of the successful aspects of our project and the aspects that need to be developed.

Sustainability Plan

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In order to emphasise the importance of environmental sustainability and to raise awareness in our cultural centre, our activities to support sustainability principles will be as follows:

- Energy efficiency: Using energy-saving equipment and systems that will save electricity and water. (Led bulbs sensor systems etc)
- Waste management: We will apply waste separation principles to ensure recycling and keep waste to a minimum.
- Use of sustainable art materials: We will try to use naturally pigmented and environmentally compatible art materials in workshops and courses.
- Working with careful suppliers in the field of environmental sustainability.
- To create a team that will monitor and report the activities in this regard in our organisation.
- To introduce a system that rewards employees for all kinds of actions and initiatives in the field of sustainable development.

This plan will help Kinshasa Art Hub achieve its sustainability goals and integrate sustainable practices with artistic activities.

[See Annex: "*Sustainability Plan*" for more info]

Future Outlook

Kinshasa Art HUB has an open vision to open a door to the society to appreciate the art more than before. Supported by our partners and collaborators, as well as providing artists suitable art materials, we want to create a large space in different places in Congo and in the rest of African Countries over the span of a decade.

By the third year, our project anticipates delivering revolutionary progress in the supply and demand dynamics in the market sector, initially within Kinshasa and subsequently throughout the Congo. Leveraging our general manager's and support committee's extensive network, especially within Kinshasa, we have access to valuable connections that will bolster our endeavours.

In the long term, our objective is to forge alliances with other art studios and organisations, becoming an integral part of networks where individuals from diverse cities and countries can physically and virtually share their cultures and engage in exchange programs.

Looking ahead, by raising awareness about the country's rich cultural heritage and showcasing the talent of Congolese/African artists, we aim to promote the value of art as a significant form of expression and economic opportunity.