



Universitat Internacional de Catalunya

Cultural Project
Master's Degree in Arts and Cultural Management

The Textile & Fashion Museum of Mumbai

AMAN MERCHANT
IPEK BAYRAKTAR

Final Project Document
2019





TEXTILE AND FASHION MUSEUM MUMBAI

INDEX:

- 1. Contextual Basis**
 - a)Introduction
 - b)Rationale
 - c)Geographical and Sectoral Dynamics
- 2. Diagnosis of the Start Point**
 - a)Sectorial Dynamics of Mumbai & Porter's Model
 - b)International Comparison
 - c)Unique Selling Point
 - d)Swot Conclusions
- 3. Project Conceptualization**
 - a)Museological Concept
 - b)Building Pillars and Goals
 - c)Objectives and Strategies
 - d)Target Audience
 - e)Strategic Lines: Products, Activities and Services
 - f)Introduction to Collection
- 4. Project Production**
 - a)Venue Identification
 - b)Identification of Partnerships, Collaborations and Sponsors
 - c)Production Plan Overview
 - d)Health and Safety Plan
 - e)Technical Plan
 - f)Risk Mitigation
 - g)Logistics Analysis
- 5. Organization Structure**
 - a)Legal Aspects
 - b)Management Model
 - c)Human Resources & Organizational Chart
 - d)Job Descriptions
- 6. Marketing & Communication**
 - a)Marketing Goals & Strategy
 - b)Introduction to Marketing Mix
 - c)Communication Plan
- 7. Infrastructure and Technical Requirements**
 - a)Capital & Asset Requirements
- 8. Financial Management**
 - a)Budget Assumptions
- 9. Impact & Evaluation Process**
 - a)Global Value & Environmental Impact
 - b)Indicators
- 10. Conclusion**

1) CONTEXTUAL BASIS

a) Introduction

The idea of the Textile and Fashion Museum Mumbai is to preserve, promote and reintegrate the textile heritage of India back to life. TFMM highlights the collective cultural memory of India by revitalizing the endangered craftsmen practices and rehabilitating the historical site of the abandoned Textile Mill in Mumbai.

The Acronym TFMM Stands for Textile and Fashion Museum Mumbai. Like many other reputable museums and galleries in the world we use our acronym both as a logo and the name (Ex: CCCB).

Our motto is; "Revitalizing the Past, Crafting the Future"

Vision: We want to be an expression of shared memory of India. We are ready to inspire the textile industry for improvement on a global scale while educating people by incorporating the magic of storytelling and the power of technological innovation.

Mission: To revitalize the textile heritage of India, in order to provide visibility and economic sustainability at a global scale with an educational purpose.

Values: Education- Sustainability -Engagement- Innovation- Entertainment -Responsibility

b) Rationale

What is our project?

Our project is to establish a technology-infused Fashion and Textile Museum, built in the heritage site of an abandoned textile mill in Mumbai. We will be presenting the Indian Fashion History and we will be presenting the possible future of the fashion industry in a global scale to educate people about the past and raise awareness towards ecological approaches to the textile industry including spreading awareness about the fast fashion industry and its impact on the environment.

Why our project is necessary for India?

India's intangible heritage of textile has been slowly disappearing due to the aggressive consuming practices of our age and massive industrialization. India needs a visionary cultural project that would revitalize this forgotten tradition and the connected historical building. A country that was once the provider of the beautiful garments and home to a rich textile tradition is now being exploited for "cheap labor". This is creating socio-economic and cultural problems. People should be aware of their cultural heritage instead of working in sweatshops with unethical working conditions. We are here to shift the perception and raise awareness about the realities of the fashion industry while educating our visitors about the heritage of India.

c)Geographical and Sectoral Dynamics

The sectorial dynamics of Mumbai shows the following trends for Museums in the city.

- Increasing fragmentation, segmentation and intense specialization among museums.
- Increasing use and demand for technology integration in the museums.
- Increasing disposable income and time for leisure and cultural activity
- Increasing competition, among the museums and against other leisure time offers.
- Museums attract tourists and number of tourists visiting Mumbai increases every year.

(See PESTEL Analysis on Appendix I-c)

2)DIAGNOSIS OF THE START POINT

a) Porter’s Model & Sectorial Dynamics of Mumbai

The threat of substitute: Nonexistent in the area. As a cultural entertainment activity, it is very substitutable.

The threat of new entry: Low

Bargaining power of suppliers: High

Bargaining power of buyers: High (For detailed analysis on Porter’s Model see Appendix II-a)

b) International Comparison

Culture is a catalyst for social coherence and urban development. Revitalizing a historical site back to its previous glory and assigning a contemporary function to it is a popular recipe for success in the cultural industry, especially in urban areas.

Successful Examples Around the World on Adaptive Reuse of Abandoned Historical Sites:

-Vicksburg Mill Museum & Artis Michigan USA	-Verla Mill Museum. Verla, Finland.	-The Great Mosque of Mopti, Mali.
-Al-Azhar Park. Cairo, Egypt	-Souq al Saghir, Syria.	-Baghe Babur. Kabul, Afghanistan
-Chihilsitoo Garden Rehabilitation in Kabul, Afghanistan.	-The Walled City Project, Pakistan	-The Massachusetts Museum of Contemporary Art.

Why Renovating an Abandoned Mill as a Museum ?

-Revitalizing a historical site and the livelihood that surrounds it. Bringing constructive meaning to a half-forgotten site.

-Saving urban space in a highly dense and populated metropole like Mumbai.

-By combining the power of culture, arts and urban development we can reduce the crime rate in the neighborhood.

-Thus it is an astute decision to built a Textile and Fashion Museum in an abandoned textile mill.

c) Unique Selling Point and Competitors.

USP:

Even though Mumbai is rich in culture it does not have a saturated museum sector. Our main competitors have a unique selling point based on the historical branding (for example: the most popular museum in Mumbai Chhatrapati Shivaji Maharaj Vastu Sangrahalaya –they possess an extensive archaeological collection on Nepalese-Tibetan-Indo artifacts.-). Using history as a tool for branding is common yet for the 21th-century museum mentality it is not enough. As TFMM we step in with a unique cultural proposal to orient the future of the museum industry in India as a whole.

Identification of Competitors

Mumbai has only few museums that we may be in competition with. We have different contents and museography from all of them.

- Chhatrapati Shivaji Maharaj Vastu Sangrahalaya / Prince of Wales Museum
- Mani Bhavan
- National Gallery of Modern Art
- Dr. Bhau Daji Lad Museum (formerly the Victoria and Albert Museum)

*We are the only museum in Asia that integrates craftsmanship tradition, technology, history and environmental sustainability and hence demonstrate an attitude of intellectual activism through education and entertainment.

d) SWOT Conclusions

Our findings from SWOT analysis indicates that our strongest aspect is the venue, location and our distinct approach to museology which makes us unique in Asia. Our museological concept is empowered by available new technologies and rich cultural background. We are the bridge between past, present and future as an institution in the right place at the right time. The most distinct weakness of TFMM is the high fixed costs. Our most beneficial opportunity is the current in-favor government policies encouraging the development in the cultural industry and our partnerships with globally recognized and reputable organizations. Finally, the threat that TFMM is facing is the competition with well-established museums in Mumbai.

(See Appendix II-b for TFMM SWOT Analysis)

(See Appendix VI-a for the SWOT Analysis of the Venue)

3) PROJECT CONCEPTUALIZATION

a)Target Audience

Primary Target Audience:

Literate & Educated: 82.34% literacy rate of the total population of Maharashtra.

Age Group of 15-63: 63.6% of the total population.

The daily income of 10 to 50 US Dollars: 45% population is considered as the "middle class and 1% is Elite Class.

Population interested in Culture, arts and fashion : 112 Million total domestic population of the country.

Secondary Target Audience:

Travelers visiting Mumbai and sharing the same elements of the primary target group. (1.6 Million Tourist were received in 2010 and this number is increasing.

(See Appendix II-c)

b)Museological Context

TFMM incorporates the power of storytelling and cutting-edge technology to the exhibition in order to optimize visitor experience. We are passionately interpreting the history with our exhibitions to deliver an entertaining and educational museum experience. We preserve, exhibit and restore the artifacts while teaching and selling various services and products to promote Ecological approaches to the textile industry, revitalization of craftsmanship and Indian textile tradition along with the other countries that India had a shared history with. (Iran, Turkey, China, Pakistan etc.)

***TFMM VR Experience:**

VR Exhibition is interpreting the past with the cutting-edge technology and sophistication of historical material, providing a unique entertainment and education for everyone above the age of 12. It is ticketed separately from the Permanent Exhibition.

(For the breakdown of the VR exhibitions check Appendix III-b)

***TFMM Permanent Collection:**

TFMM Permanent Exhibition is divided into 3 sections Past, Present and Future. Past includes physical artifacts from Early Modern Period, Mughal Empire, Bengal Empire, Rajputs, Sikhs, Iranian, Turkish, Afghan, Indian Colonial Period and Post-Independence. Present section explores the contemporary issues in the textile and fashion industry and introduces craftsmanship and slow-fashion practices as an ecological and ethical solution. The Future section discovers the possibilities and experiments with biomimicry, tech-infused clothing and smart fashion.

(For more details check Appendix III)

***Brief Overview of Exhibition Numbers:**

-Our capacity for the permanent exhibition in a year is 70.000 visitors.

-We expect to have 55.000 visitors in the first year

-Museum capacity can accommodate up to 370 people a day.

-We are expecting to accommodate approximately 200 people per day.

-TFMM can accommodate 40.000 visitors in one year for the VR Experience.

-In the first year, we expect to have 20.000 visitors for the VR Experience.

(For the breakdown of the Collection check Appendix III and Catalog.)

c) Building Pillars and Goals

Heritage Preservation: Improve the current perception of the intangible heritage of textile and fashion in India. Be a globally-recognized institution. The Museum is committed to achieving a world-class standard of excellence in the exhibition of Past, Present and directing the Future of textile and fashion.

Ecology: Provide ecological and ethical awareness and encourage progress for the fashion and textile industry in India. Moreover, we are aligned with the Sustainable Development Goals of the UN (Goal No: 4,5,8,11,12,17)

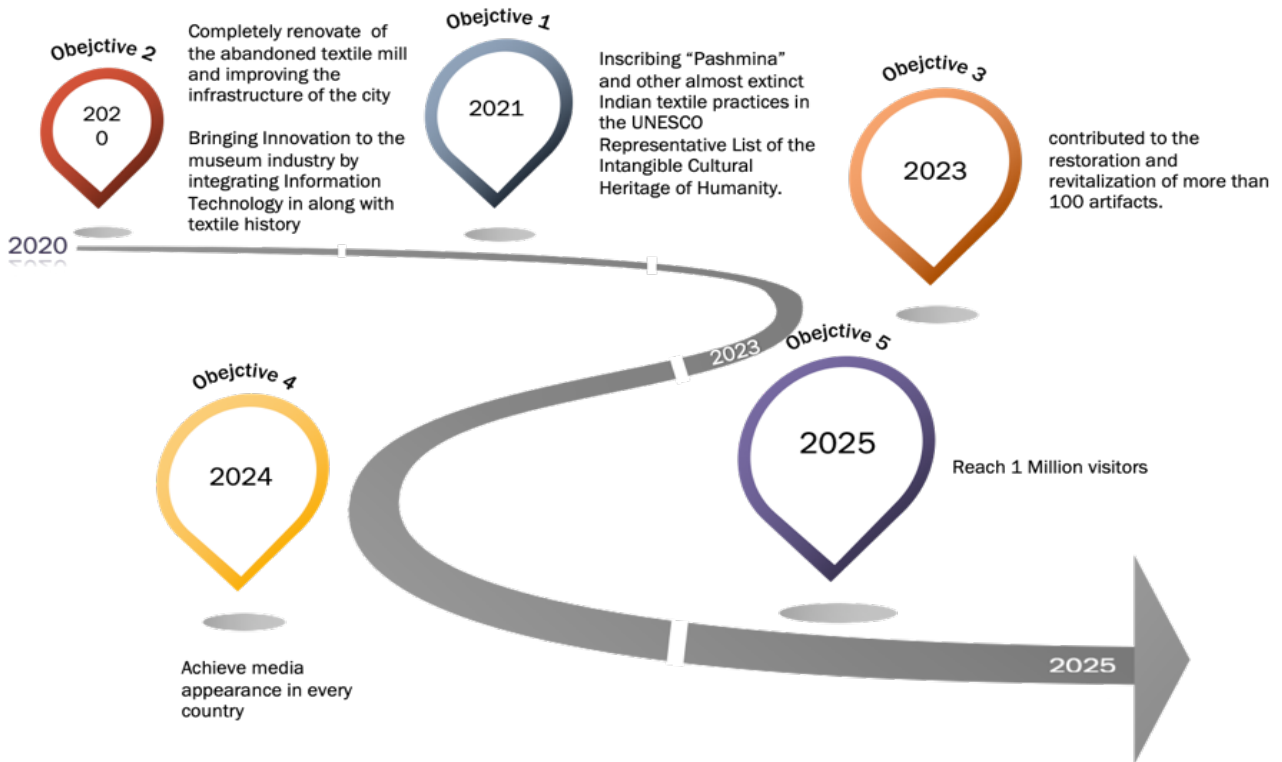
Craftsman Practice: Offer the textile craftsmen of India visibility and integrate them into the formal economy. We also ensure that their skill remains relevant and alive.

d) Objectives and Strategies.

Heritage Museum Pillar

Improve the current perception of the intangible heritage of textile and fashion in India. Be a globally recognized institution. The Museum is committed to achieving a world-class standard of excellence in the exhibition of Past, Present and directing the future of textile and fashion.

Objectives:

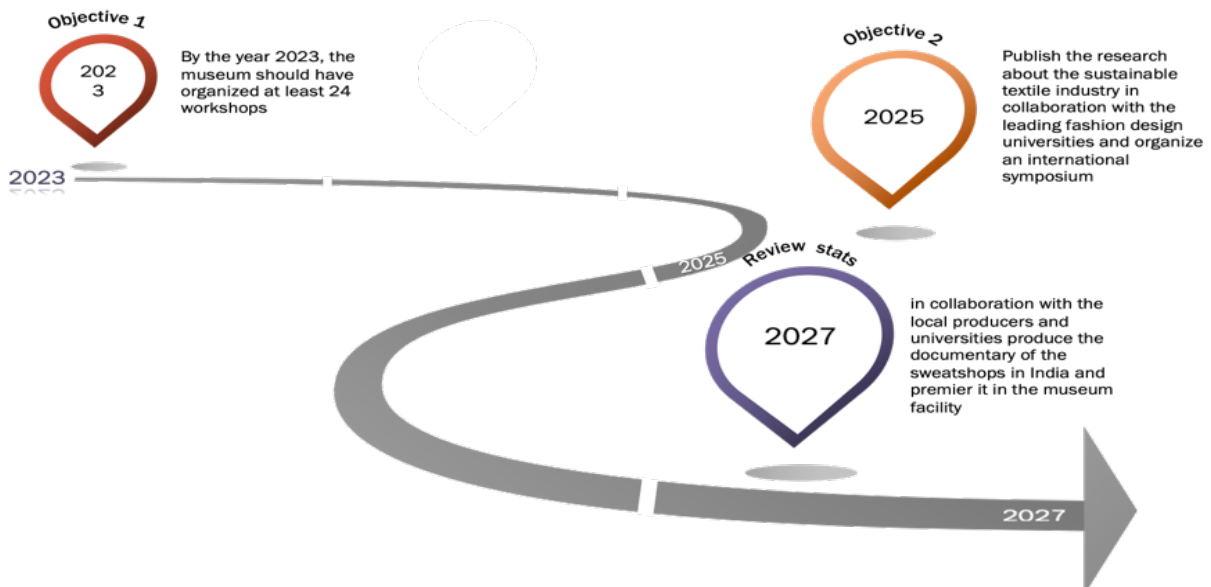


Strategy:

- Working together with eco-brands, travel agencies, Tourism and Culture Ministries across the globe to develop our museum collection and institutional activities.
- Marketing and Communication activities.
- Preserve and revitalize the relevance of the intangible heritage of textile craftsmanship through general museum activities and TFMM Restoration Assistance while contributing to the education of the apprentice next to the master craftsmen.

Ecological Fashion Pillar

The goal is to provide ecological and ethical awareness and encourage progress for the fashion and textile industry in India.

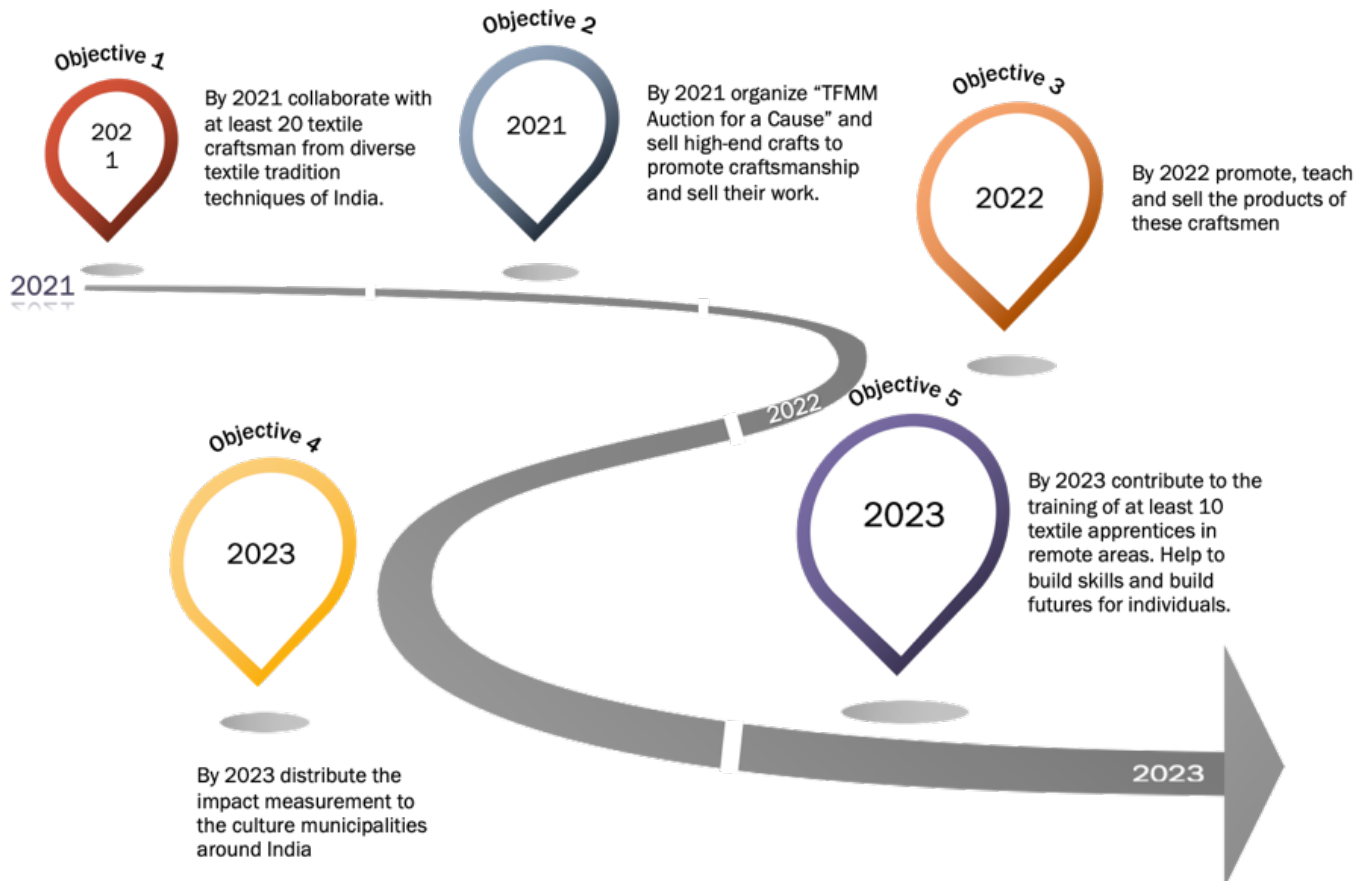


Strategies:

- Exercising the necessary technological and ethical approaches in our institution. Having an environmentally conscious institutional policy and Digitalization of ticket sales.
- Organize Focus Groups with local tailors, craftsmen, and universities. Evoke community involvement through activities and events.
- Making TFMM an institute promoting ecological and sustainable fashion by giving an opportunity to students from the fashion industry exhibit creativity and innovation.

Craftsman Pillar

Make the textile craftsman of India visible and include them to the economy. To ensure that their skill remains relevant and alive.



Strategies:

- Dedicated to selling the products of the craftsmen in our commercial gallery and on our web page
- Workshop sessions by a diverse selection of craftsmen.
- Through the annual event of "TFMM Auction for a Cause" sell high-end craftsman products to the highest bidder and 50% of the revenue that comes from the sales will go to the craftsmen.
- Through the intermediary service of TFMM Restoration Assistance revitalize the customer's textile artifact while contributing to the education of the apprentice next to the master craftsmen.

e) Strategic Lines: Products and Services.

General Activities: (For more detail see Appendix IV-a)

Museum Ticket Sales

TFMM is dedicated to interpreting the history and preserving delicate artifacts. Hence this is our main product. Exhibitions are divided in two: Permanent Collection and VR Experience.

*Pricing:

Adult Indian Visitor: 2.50 Euro

Under 18 Indian Visitor: 1.00 Euro

Adult Foreign Visitor 6.00 Euro Under 18 Foreign Visitor: 4.00 Euro

TFMM Restoration Service & Commissioning Handcraft Pieces:

TFMM is preserving heritage actively and offers an intermediary service which is the one and only textile dedicated, master-apprentice, tradition-based, quality-focused restoration opportunity in India. We aim to revitalize the hidden treasure in your house with the collaboration of our local craftsmen community at economic prices. TFMM is revitalizing heritage actively.

*Price for Restoration Service: Average of 100 Euro per Piece. (Elaborate restoration requirements will be different.)

Price for Commissioning Handcraft Pieces: Starts from 180 Euro. Price alters according to the wish of the commissioner. (For more detail see Appendix IV-a)

FRIENDS OF TFMM

(Card Duration: 1 Year)

Individual Membership Card:

5 times Free access.

10% Discount in Workshop and Cinema Screening

1.100 Rupee

TFMM PLUS CARD:

5 times Free Access for 2 people

10% Discount in Workshop and Cinema Screening

1.750 Rupee

COLLABORATOR CARD:

8 times Free Access for you and 3 other people.

20% Discount on Workshops/ Cinema Screenings.

Special invitations for TFMM Auction for a Cause and other events.

Your name will be listed on our website.

3.600 Rupee



Restoration & Advisory Services for fashion and art 15% Discount.

You can specially commission pieces from a selection of craftsmen.

Limousine pick up for special events in TFMM.

Free Access to all TFMM activities with your Family and Friends.

Your name will be displayed on our website and on our Patrons Board in the museum

Special invitations.

Invitation to special talks and meeting with our partners.

1280 Euro (Valid for Life)



Restoration & Advisory Services for fashion and art discount 10% discount

You can specially commission pieces from a selection of craftsmen.

Car Pick up services for events in TFMM.

Free Access to all TFMM activities with your Family and Friends.

Your name will be displayed on our website.

Special invitations. Invitation to special talks and meeting with our partners.

500 Euro (Card Duration 3 Years)



Restoration & Advisory Services for fashion and art discount 10% percentage

You can specially commission pieces from a selection of craftsmen.

Car Pick up services for events in TFMM.

Free Access to TFMM activities with your family.

Your name will be displayed on our website.

Special invitations with our partners

280 Euro (Card Duration 2 Years)

Annual Events: (For More Detail See Appendix IV-c)

TFMM Auction For a Cause:

The annual event of "TFMM Auction for a Cause" sells the high-end craftsman products to the highest bidder and %50 of the revenue that comes from the sales will go to the craftsman. Accompanied by a cocktail session. TFMM Auction For a Cause is aimed to raise awareness, provide global visibility and reinforce economic and social sustainability to slow-fashion, craftsmen made products

*Schedule: First Week of June Every Year.

Price: 15 Euro Entry with Online Booking. 30 Euro for Purchase at TFMM in the Day of the Event.

Annual Focus Group

TFMM Annual Focus group welcomes everyone who is interested in doing market research and forming a meaningful dialogue on creative industry and textile/fashion sector development. It has a priorly appointed moderator and lasts between 60 to 90 minutes. It has a maximum capacity of 30 participants.. The participation of academics, professionals, craftsmen, and women are encouraged. Everyone above the age of 15 can participate. (For more detail see Appendix IV-c)

Other

Merchandise: (see Appendix IV-e)

Space Rental:

TFMM is located in one of the most popular and central neighborhoods in Mumbai. We offer space rentals for special events that are in correlation with our values. Moreover, upon request, the TFMM offers the service to assist with the design of invitations, catering, and other arrangements.

*Pricing: All Seasons, Starting from 2.000 Euro Per day.

e) Introduction to Collection

Our collection is obtained from commissioning pieces, loaning artifacts from other museums, private and public donors. From India to Turkey to the Netherlands we are promoting the shared textile heritage moreover the smart clothing and biomimetic clothing pieces of the contemporary times. (See the Catalogue for elaboration)

4) PROJECT PRODUCTION

a)Venue Identification

The neighborhood within which the Museum is located is both safe and easily communicated to the Centre. The public transport system covers this area and the cost of transportation is very affordable in local terms. The rental cost of the venue itself is fully covered by the Indian Government.

Venue: India United Mill Lands 2.

Area: The Textile mill is stretched over 5,000 sq. mts of which the Museum will occupy 2,000 sq. mts.

Transportation: The mill is very well connected with railway station 5 minutes walk from the Mill, also the mill is accessible through public buses, Auto-rickshaws, and taxis.

(See Appendix VI for Venue details.)

b) Identification of Partnerships, Collaborations and Sponsors

***Public Financing:**

- Ministry of Urban Development: Providing us the building and conducts the constructional operations.
- Ministry of Textile: Providing us the raw material for the workshops and artisans, several handloom machines.
- Ministry of Culture: Museum Grant Scheme.

***Private Partnerships and Collaborations**

Aga Khan Development Network India: Aga Khan Trust for Culture is extremely active and supportive of cultural projects. In the previous years, they have done numerous projects enabling local craftsmen to work in these projects and revitalize heritage sites. "The Aga Khan Trust for Culture (AKTC) focuses on the physical, social, cultural and economic revitalization of communities in the Muslim world.

C&A Foundation: In 2018 they started funding activities for alternative fashion industry initiatives. Providing €1.29 million in funding to support circular fashion initiatives for the Global Fashion Agenda 2020 Circular Fashion System Commitment. They support start-ups like us to transform the fashion industry and creating a system that provides safe and just working conditions regenerates ecosystems and strengthens economies and communities. They also operate in India since 2018. They are providing us a part of the start-up costs and supporting us annually over a 4 year period (2019-2023).

Tata Trusts: They support craftsmen and craftsmen-related projects in India and assist with the conservation of heritage sites."To celebrate the diverse forms of arts and crafts in India, Tata Trusts has launched a grant program.

Fashion Revolution: They do add monetary value indirectly to our institution but mainly they support us with the know-how and appoint advisors in certain matters. Furthermore, they collaborate with us in certain exhibitions such as "Who Made My Shirt?" in the Present Issues section.

***Other:**

United Nations South-South Cooperation: India-UN Development Partnership Fund under the sections of Education and Skills Development and Tourism Development.

Angel Investor: Hemendra Kothari. He is the leading investor of India who invests in social and cultural development (including museum sector) and exited more than 5 business with extreme success.

Google India: Google Pixie Glasses for Virtual Reality Exhibition.

Crowdfunding: *Catapoolt, *Fuel for a Dream

(See Appendix III-c for the breakdown of justification and eligibility for each element of funding and collaboration.)

c) Production Plan Overview:

Product Mix

The products and services offered include the Museum tickets, VR Exhibition tickets, merchandising, workshops and lectures fees, space rental, auction returns and memberships in its different categories (explained in more detail under the Marketing & Strategic Lines Section).

Supply Chain

The optimal suppliers have been identified for the various assets and services, most of them local and none of them in a monopoly position. This includes, for the rehabilitation of the venue, the Aga Khan Foundation; for the looms and the web site, the Ministry of Textiles of India; for the workshops, a list of pre-screened local craftsmen; for the VR equipment, a Google-affiliated company based in India; etc. (more details in the Annexes Appendix VI - e and Budget Assumptions Appendix IX)

2019	2020	2021	2022
Legal documents	Rehabilitation and Adaptive Reuse		Opening
Registration	Building Partnerships and Synergies		Fully operational
Business Plan	Sponsorship Agreements		Entry into force of Partnership and Sponsorship Agreements
Market Research	Building Human Resources		
Venue Rehabilitation	Acquisition of Assets and Capital Requirements		
Partnerships	Communication and PR Activity		

d) Health and Safety Plan

- TFMM is following the Indian Government safety regulations for businesses.
- Museum has several fire exits, fire extinguishers and security cameras on every floor.
- First Aid Kits are located on the second floor and in the workshop area.
- The emergency numbers are hanging next to the exit doors on every floor.
- Every new entry staff will be briefed on health and safety regulations of the institution on the first day of work.
- The accident book is available for accident recording.
- Safety and evacuation signs are present in all building.
- The building is smoking free. Outside there is a dedicated area for smokers.

e) Technical Plan

Technology will be one of the most important components of the museum. We are the first and only textile museum in Asia to integrate with Virtual Reality technology in their facility. (See Appendix: VI-e for breakdown)

*Equipment Needed for Virtual Reality Exhibition: VR headsets, QR Gate, Display devices (Mobile phones)

e) Technical Plan

Technology will be one of the most important components of the museum. We are the first and only textile museum in Asia to integrate with Virtual Reality technology in their facility. (See Appendix: VI-e for breakdown)

*Equipment Needed for Virtual Reality Exhibition: VR headsets, QR Gate, Display devices (Mobile phones)

f) Risk Mitigation Plan

Operational:

Accidents Injuries, Website Crash, Hostile Cyberspace Activity, Fire and Earthquake

Financial:

Insufficient Customer Demand

Entry of New Competitor.

(See Appendix VI-f for detailed Risk Mitigation Plan)

g) Logistics Analysis

Collection Management and Storage Analysis.

The Collection management and relocation plan of TFMM address how the collection will be assessed, tracked, stabilized, digitalized and prepared for relocation.

Guided Tours, Inauguration Ceremony, Fundraising Events

(For the breakdown and explanation see Appendix VI-f)

5) ORGANIZATIONAL STRUCTURE

1. Legal Aspects:

TFMM will be registered as a nonprofit company under "Section 8 companies." A section 8 company may be formed for "promoting commerce, art, science, religion, charity or any other useful object." The company can make sufficient profit to support its operations. Registration of section 8 companies requires 3 individuals.

2. Management Model:

TFMM is a rather flat organization with two main hierarchical layers and double reporting flow. The executive layers comprise 1, 2 and 3 to who the second layer reports. Staff evaluating will follow a management-by-objectives (MBO) approach. Criteria and goals will be communicated clearly and packed with staff to ensure goal alignment and no conflicts of interest.

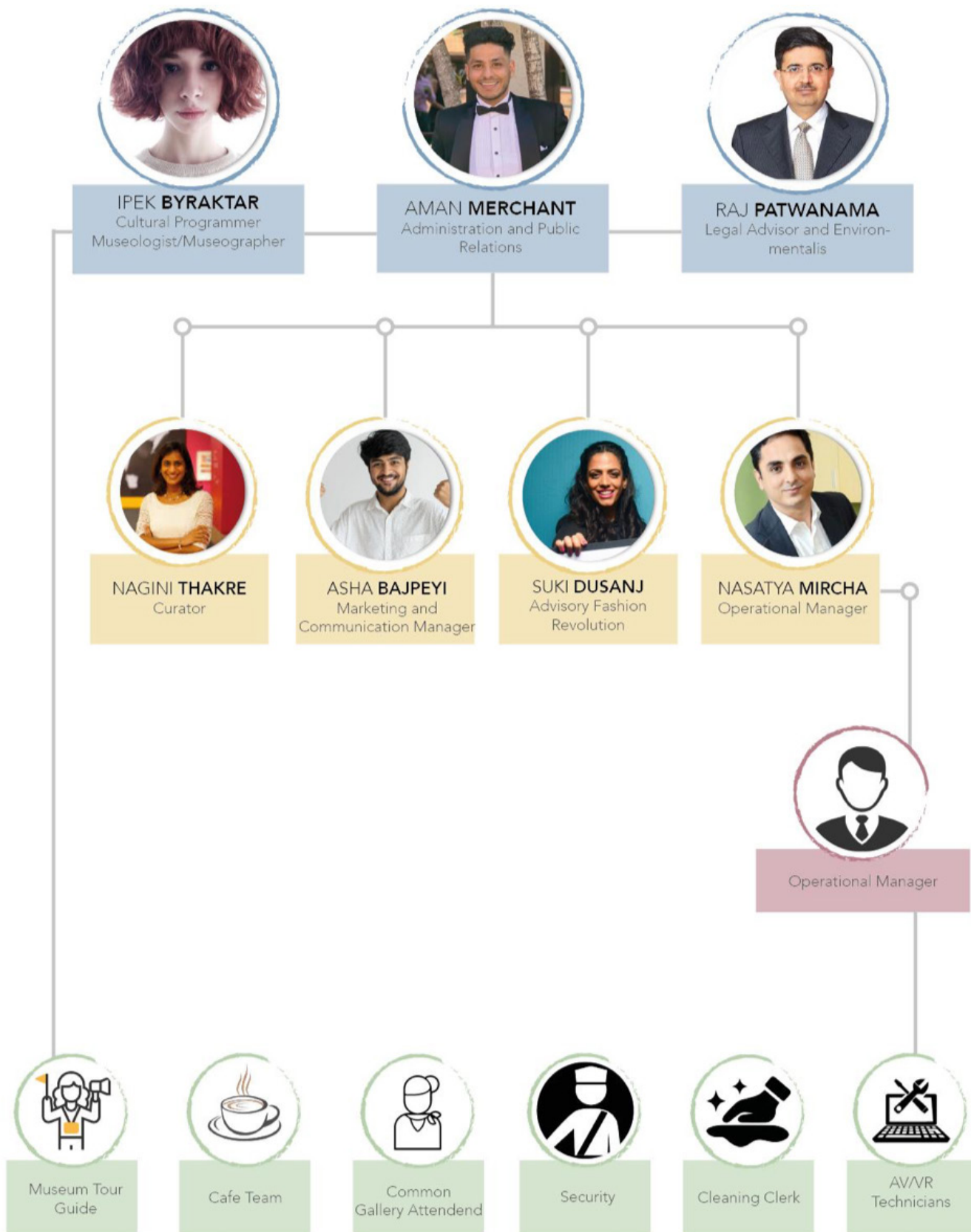
(More detail on Appendix VII-b)

*Internal Communication Strategy:

Objective: To adopt the most suitable and efficient communication channel and techniques to ensure that everyone in the organization are actively participating to the current milestones and to make sure everyone understands the necessity of the deliverables, needs and budget and work towards a common goal in synergy. (See Appendix V-e)

3. Organizational Chart & Human Resources Structure

(See more about employment and human resources at Appendix VII-d and VII-e)



6) MARKETING & COMMUNICATION

a) Marketing Goals:

- To increase the number of visitors and attract new audiences.
- To form and sustain the reputable brand of TFMM
- To inform the public about all the diverse activities of our museum brand.

Strategy: Tailoring our promotional efforts for our 2 target groups which we identified by the market research.

b) Introducing Marketing Mix:



c) Communication Plan

Our Communication Plan is divided into sections as followings:

Communication with Press	Communication with Public
Communication with Partners & Donors	Internal Communication

Monthly Activities: Workshop. Documentary/Film Screening, Lecture
 Goal: Spreading awareness and attracting curiosity about TFMM's many other educational and entertaining activities. Interacting with professionals, craftsmen and universities together.

Monthly Activities: Workshop. Documentary/Film Screening, Lecture
 Goal: Spreading awareness and attracting curiosity about TFMM's many other educational and entertaining activities. Interacting with professionals, craftsmen and universities together.

Communication for Annual Events: TFMM Auction For a Cause & TFMM Annual Focus Group.

*Our communication strategy is targeting to mark this event in the India Travel Guides and touristic calendars all around the globe as "Mumbai Events That You Shouldn't Miss!". Communication plan for this event is elaborated in 4 phases.

*TFMM Annual Focus group welcomes everyone who is interested in doing market research and forming a meaningful dialogue on creative industry and textile/fashion sector development. Everybody above the age of 15 can participate.(See Appendix: V-i)

(For Communication & Marketing Plan details please check Appendix V.)

7) INFRASTRUCTURE AND TECHNICAL REQUIREMENTS

Capital and Operational Needs

Capital Req/Assets	Gross Total
Collection	397.440,00 €
Equipment	47.436,68 €
Furnitre	15.438,44 €
Fixtures	74.306,74 €
Working Capital	8.052,38 €
Total	542.674,24 €

10% of the capital will be funded directly by the owners' equity.	60% of the capital through grants and subsidies	30% of the Capital through Angel Investors	10% of the Capital through Crowdfunding
---	---	--	---

Supply, COGS / Raw Materials - 8.052,38 €

Utilities (Electricity, water & gas) - 1.785 €

8) FINANCIAL MANAGEMENT

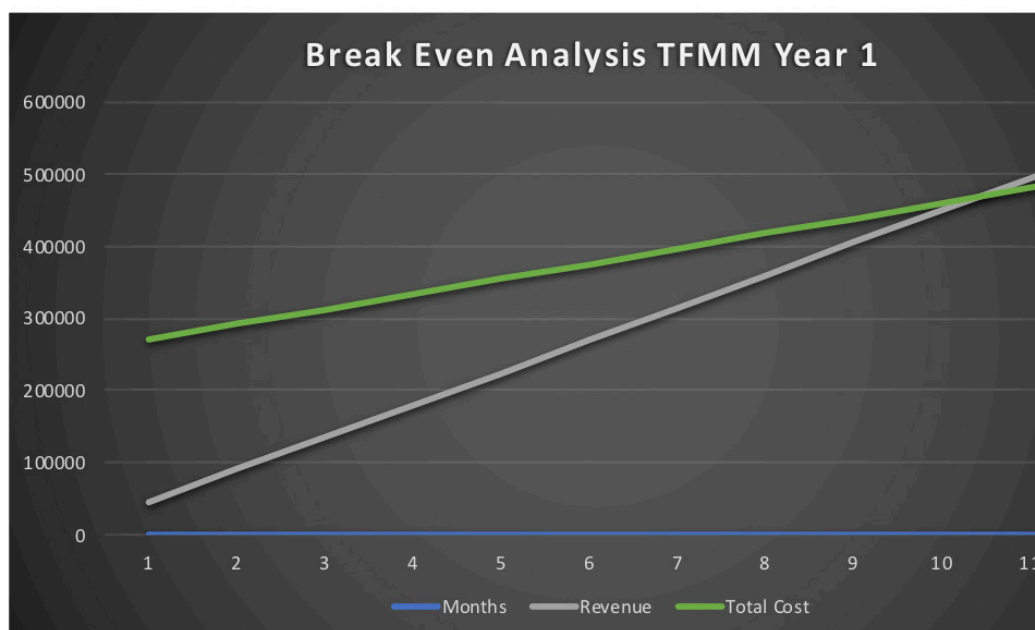
Particulars	Year 1	Year 2	Year 3
Revenues			
Self Financing	€ 420.300,00	€ 505.349,00	€ 609.807,48
Self Generated	€ 180.400,00	€ 110.480,00	€ 63.528,00
Public Funding	€ 290.000,00	€ 293.000,00	€ 294.800,00
Total Revenue	€ 890.700,00	€ 908.829,00	€ 968.135,48
Expenditure			
Rent	€ 274.285,71	€ 274.285,71	€ 274.285,71
Start up Expenses	€ 29.443,61	€ 10,00	€ 10,00
Production Expense	€ 252.114,00	€ 257.585,28	€ 264.124,59
Staff Expenses	€ 62.800,00	€ 68.452,00	€ 74.926,60
Marketing and Advertising	€ 54.500,00	€ 55.590,00	€ 62.260,80
Administration Expenses	€ 69.437,42	€ 69.250,58	€ 68.797,38
Total Expenditure	€ 742.580,75	€ 725.173,57	€ 744.405,08
Profit Or Loss	€ 148.119,25	€ 183.655,43	€ 223.730,40

Budget Assumptions:

Self-Financing: 43%
Self-Generated Revenue (Private grants, sponsorships etc.): 21%
Public: 36% (See budget and financial management breakdowns in the Appendix:)

(See Appendix X for complete Budget breakdown and explanations)

Break-Even Analysis: According to our calculations we are breaking-even after the first fully operational 10 months. (Please see the Appendix XI Excel WorkSheets)



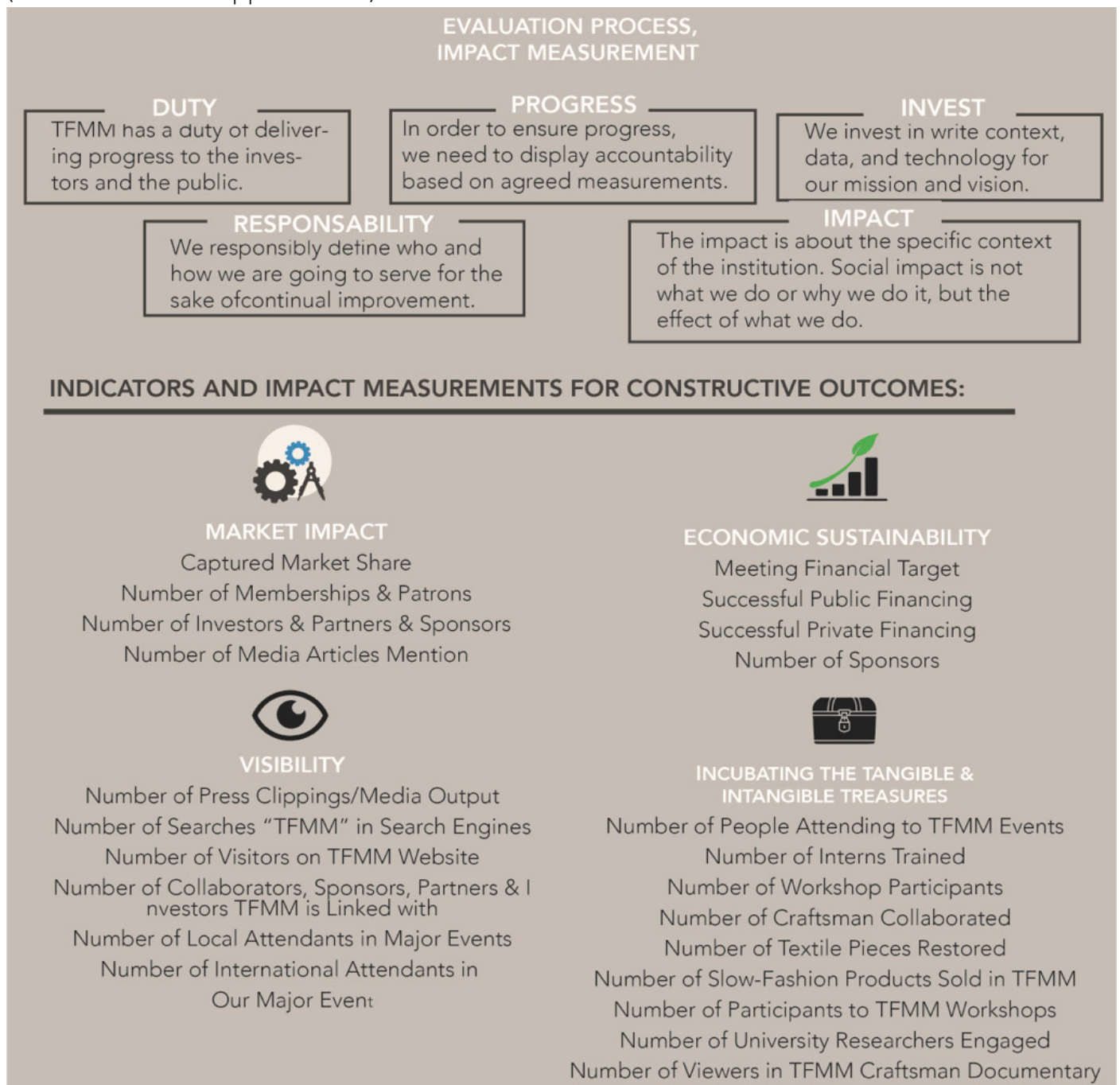
9)IMPACT & EVALUATION PROCESS

a)Global Impact & Environmental Sustainability Plan:

In our permanent collection, we are not just including Indian artifacts but also we are exhibiting pieces from countries which had a historical connection to India such as Turkey, China, Netherlands, and Iran. Our museum's storytelling attitude is not only elaborating the past but also doing global predictions thus developing narratives and exhibiting the possible global future of the fashion industry. Having international players on our side, supporting our cause such as Aga Khan Development Network, Tata Trust, Samsung, UNESCO, UNDP etc. and becoming the embodiment of the universally relatable themes such as ecology, artisanship is a key aspect to understand the dimensions of our global value. (For more details please see Appendix X-b and Appendix X-c)

b)Evaluation Process, Impact Measurement

TFMM has a duty of delivering progress to the investors and the public. We responsibly define who and how we are going to serve for the sake of continual improvement. Social impact is not what we do or why we do it, but the effect of what we do. In order to ensure progress, we need to display accountability based on agreed measurements which is highlighted by our indicators. (See the details at Appendix X-a)



10. CONCLUSION

The Fashion and Textile Museum of Mumbai tackles an unaddressed socio-cultural and environmental issue thus providing economically sustainable solutions to revitalize a forgotten tradition. It delivers visibility to the local craftsmen and their practice while shaping a new ecological perspective in the textile tradition connecting the past and the future in a harmonious way. The business plan is only the start to make a real change while revitalizing the intangible heritage practice into a cultural and economic treasure of a nation.



AGA KHAN TRUST FOR CULTURE

C&A Foundation

TATA TRUSTS

Google.org

AstaGuru
India's Premium Auction House

