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## Trabajo Final de Máster

Lefreak: what about experiencing the universo of an artista?

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# WHAT ABOUT **EXPERIENCING** THE **UNIVERSE** OF AN ARTIST?

2021 Final Project Document

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Cultural Project : Master's degree in Arts and Cultural Management

Universitat de Internacional de Catalunya

**UIC**  
barcelona

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# EXECUTIVE SUMMARY

## PROJECT DESCRIPTION

Lefreak is the first Art Show Studio to ever create sensorial exhibitions that take people on a journey inside the universe of an artist. We focus on emerging artists with unique imaginations and backgrounds to craft unique immersive experiences. By exploring the potential that sensorial stimulation, storytelling and interactive technology have to deepen the audience's connection with art, our exhibitions aim to be a pathway for emerging artists to thrive economically as soon as possible in their careers. Building an authentic ecosystem that assures their identity, visibility and success in the art market, while establishing a significant and sincere network and base of support.

## WHY ARE WE DOING THIS?

Nowadays, becoming a successful artist is like buying lottery tickets for years in the hope that, by a very tiny chance, you might finally get the prize. The handful that conquers a place in the selected world of art auctions and renowned galleries, usually gets there after a long period of self doubt and profound soul-searching. Artists struggle to have a comfortable life, since their work will only be taken seriously if it achieves validation within the art market and sells.

The art market, in itself, is highly concentrated, most of the profit is distributed to scarcely few established artists that are well connected with galleries, collectors and auction houses. Status is the main criteria galleries look for in a potential curatorship, and collectors, consequently, seek for what the market waives as the desirable.

Emerging artists see themselves subjected to a “fake until you make it” pressure, where more importance is given to maintaining a social status, as it is a prerequisite for success. Art becomes a mere currency. Meaningless. Disconnected from the utmost representation of humanity it is. Ignored for its ability to connect with us through our vulnerabilities and past experiences. Emerging artists need an opportunity to create without restraints, supported by a network based on equitability and love for art.

*With That In Mind...*

Lefreak proposes to deeply empathize and celebrate every dimension of an artist by introducing them to the world via personalized solo shows. To genuinely showcase the work of an artist and all the imaginative process it entails, our exhibitions expand beyond the eyes limit, taking people on a journey of the senses that materialize the fertile mind of an artist.

By getting to know an artist's universe in depth, people and brands may feel a deeper connection and alignment with them, which is the main pillar of building a strong and loyal support system for the long-term. In this new scenario, people and brands have the opportunity to support an artist they really know and believe in, while emerging artists are getting emotional and monetary support much earlier in their careers.

Everything we do is to have a long-term impact on their careers, aiming to create opportunities that will enable their financial independence as soon as possible. We aim to provide emerging artists with an authentic ecosystem that assures their identity, position and success in the market, while establishing a significant and sincere network and fanbase.

## **LEFREAK'S ECOSYSTEM**

As any other project, Lefreak coexists with several different groups which we consider to be our main stakeholders, since without them or their support, we could cease to exist. Any action taken by us or any of these groups might affect those people who are linked with them in the private sector. We've created an ecosystem and separated our stakeholders in two types: Primary stakeholders (those that engage in economic transactions with the business like customers, suppliers) and Secondary Stakeholders (affected by or can affect Lefreak, for example, communities, activist groups, business support groups, and the media).

### **Emerging Artists (customers)**

These artists are our most important stakeholders since they are our main clients and we're extremely dependent on them. Our value proposition is directly linked to this group and we will maintain a very close and long-term relationship with every artist we represent. We need to ensure that our represented artists see value in what we offer, that they consider us to have a quality service, that we care and take care of them and that we are ethical in our decisions. We aim to often get feedback with them and improve our actions through time.

### **Established Artists**

These artists are considered to be our primary stakeholders. We need established artists to bring credibility to our brand as well as to allure more people to come to our solo exhibitions. This is a client-supplier relationship in which Lefreak will commission them artworks, soundtracks and installations that should be inspired by our represented artist's artistic universe. For this reason, these artists will go under a match-making process, to ensure they are creatively suitable and aligned to the represented artist of that time. However, the renowned artist has to create with different mediums, so they will not overshadow the emerging artist (example: invite a musician to create the sonorous atmosphere of the solo show of our represented artist who is an illustrator).

### **Local Partners**

In 2023 we aim to partner up with two schools based in Barcelona: BAU and Barcelona Coding School. The idea is to start to build connections in Barcelona and increase our brand awareness among the Gen Z, designers, artists, creatives, and developers while making social impact through accessible and up to date education in collaboration with these schools. Those partnerships are about achieving our shared missions and amplifying each partner's reach. We consider them to be our secondary stakeholders since these partnerships do not have to be developed in depth, nor to be long-term, and they are not essential to our operations.

### **Sponsors (brands)**

We have two different categories of sponsorships: Lefreak's Sponsors and Lefreak x Artist's Sponsors. Since they are a key source of income in our strategy, they are considered to be our primary stakeholders. Regarding Lefreak Sponsors, this relationship is relevant for our operations, so we can decrease production costs, be more lucrative or get brand visibility. As for Lefreak x Artist's Sponsorships, they play an extremely important role of "patronage", which enables Lefreak to achieve its mission to build a strong, reliable and authentic support system for each of our emerging artists to have a stable life and focus on their work. Some of the brands we chose for the first years of operations in Barcelona are: POSCA, CertiDeal and Estrella Damm.

### **Public Institutions**

Considered to be our secondary stakeholders, public institutions like the City Hall of Barcelona and Spanish Government can not only affect our operations but also our business model, taxation, legal

matters and design decisions. In the past months, for example, it was clear that Ayuntamiento Barcelona has very strict rules regarding private events around the city, which taught us the importance of building a trusting relationship with this public institution if we want to operate in Barcelona.

### Guests (customers)

Considered as primary stakeholders. They are part of the second group of customers since they are the segments that we will target to sell tickets of our immersive solo exhibitions. Our guests should trust us in selecting excellent emerging artists and should feel we are offering them unique and deeply immersive experiences and high quality products. They are key to make our solo exhibitions profitable for ourselves and for the shown artist. They also should feel our brand is ethical, authentic and that we deliver an excellent customer service.

### Art Lovers

This group is highly engaged in the art community and cultural scene of Barcelona and globally. They are influential people in the art world that invest time, money and effort in causes that are similar to ours and for that, we consider them to be primary stakeholders. Lefreak aims to build strong relationships with them and get actively involved in this community. They are the most likely group of individuals to invest and support in our artists through crowdfunding participation, donations, artwork sales, become members of Lefreak or our advocates, give donations or become individual patrons. They are extremely important to build and maintain Lefreak's brand reputation as well as for emerging artist's.

## LEFREAK, C'EST CHIC!

*"We are here to take risks, create the unusual and challenge the status quo in a sector which is known to be risk-avoidant and ruled by traditional practices. And we all know that the world calls anyone a freak whenever they have the courage to do things differently. So, yes, **we are okay with being the freaks** of the art world, we have fun with it and we cherish the fact we are an atypical art show studio. The only thing that matters is to work towards our vision of a more fair, collaborative and authentic art market and give visibility to emerging artists so they can have a stable life earlier in their careers"*

- Julia Xavier, Co-Founder of Lefreak

## OUR MISSION

Lefreak aims to update the way the art world operates and showcase artistic expression while helping emerging artists to become financially independent as soon as possible. Our mission is to deeply empathize and understand every dimension of an emerging artist, in order to help them achieve their dreams and a stable life earlier in their careers. We aim to provide them with an authentic ecosystem that assures their identity, position and success in the market by establishing a significant, sincere, reliable and long-lasting network of supporters.

## OUR VISION

To be seen as a trusted source of new talents by picking and investing on excellent emerging artists, to be known as a relevant artist career management studio by effectively achieving our artist's goals and building successful careers. Providing them with proper visibility and increasing their opportunities in the Art market. We want to become a reference in the design and realization of ultra-sensorial immersive exhibitions deeply rooted in artists' personality.

## OUR VALUES

#Diversity #Empathy #Equality #Innovation #Cooperation #Creativity #Reliable #Excellence #Passion  
#Trust #Courage #Imagination #Freedom #Authenticity #Growth #Honesty #ArtistFirst #Connection  
#Adventure #Kindness #Daring #Curiosity #Fun

## LOCATION & OFFICE

Although we chose to start our operation in Barcelona, our team is composed of people from all around the world. We will mainly work remotely, with occasional team meetings in cafés around Barcelona or rent rooms in coworking spaces whenever needed. Some of the areas we will work are:

1. [Museu Marítim de Barcelona - Norai Restaurant](#)
2. Coworking spaces in Born
3. Coworkings spaces in Poble Nou



## THE FOUNDING TEAM

Bonded by the same feeling of frustration regarding inequalities in the art market and the sharing passion for art, creativity and problem solving, we partnered up and created the following team:



### **Beatriz Cuba** · PR & Communications Manager

After graduating in Political Science, Beatriz pursued her interest in arts and culture, gaining a wide backdrop as an event producer in the field. As an experienced researcher in social sciences, she applies her theoretical findings into projects that improve civil society through culture.



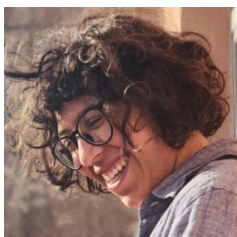
### **Daiki Nishikawa** · Project Manager & Art Direction

With a research background from the international affairs think tank, now he is dedicated to international affairs through arts and the cultural field. Previously, Daiki has worked as a project manager of exhibitions and creative team of architecture installation in an international photography festival.



### **Davide Leoni** · Finances & Business Strategy

A Philosophy and Economics graduate from the Università Ca' Foscari in Venice, Davide is passionate about socio-cultural issues and curious about technology and how it shapes the way we communicate and interact with one another. Previously, he worked with festivals and events around music and sustainable food.



### **Julia Xavier** · Creative Director, Mentor & Designer

One of the first cultural managers to apply design thinking and user-centered approach in cultural projects, Julia has been working as a creative consultant and branding strategist for artists as well as a workshop facilitator. Previously, she has worked for 5 years as an experience designer in tech companies and startups.

## LEFREAK'S UNIQUE VALUE PROPOSITIONS

Lefreak has three different value propositions, since we are a middle man between the artists we represent and their potential supporters. For this reason, we need to deliver value to Emerging Artists, the Guests of our solo exhibitions and individual Art Lovers that will take part in supporting this artist's career development in a more deep and personal way, called Art Lovers. Below, we explain each one of them:

### FOR EMERGING ARTISTS

*"Building a solid support base, for a flowy artistic career"*

Artists with a maximum of a mid-low income situation and are financially and emotionally struggling. That said, these individuals do not come from a wealthy background but are extremely capable, talented, dedicated and hardworking. These artists are just starting their careers and need financial and emotional support to keep focusing, working and dedicating time on their calling, without needing to sidetrack it to make a living.

We provide a support system and dedicated solo shows for emerging artists which are built in close collaboration with the artist themselves. This 360° relationship has a certain level of depth and complexity, since we look forward to get to know the artists in an emotional, psychological and behavioral way, which no other gallery or whatever other company has. This enables us to create extremely thorough and personalized strategies, including our immersive solo shows, which are a reflection of our represented artist's artistic and private universe, while building an authentic support system that is aligned with their values and personal goals.

Service's main benefits: Personalized Service, Increased Visibility, Authentic & Loyal Support System, Renowned Credibility, Career Maintenance, Mentorship.

## FOR GUESTS

*"Experience the universe of an artist"*

Tourists, Families, Gen Z and Millennials. This group enjoys art and attends cultural venues and events. Some of them enjoy biographical works and philosophy. Others are into technology, games, new media art, and theme parks. They are from low-mid to high income and want to explore new experiences.

Lefreak offers their guests a journey inside an alive artist's mind and soul. During our solo exhibitions, you are inside the artist's artworks and mind and know more about them than you normally would, since it's more intimate. In collaboration with artists, architects, programmers and designers, we materialise our represented emerging artist's creative and private universe using a combination of high technology and traditional craftsmanship. Our solo exhibitions take place in unusual places that reflect our artist's universe (*it can be a park, an aquarium, an abandoned building...*) and are highly immersive, since we aim to stimulate our guest's 5 senses while telling stories in inspiring atmospheres that contain interactive objects and installations.

Event's main benefits: Explore New Places and Realities, Experience New Sensations, Get Inspired, Cultural, Personal and Philosophical Exchange, Increased Empathy, Entertaining & Ludic.

## FOR ART LOVERS

*"Support the career of an emergent artist, for a more fair and sustainable art market"*

Individuals who are influential and extremely active in the Arts and Cultural scene like collectors, investors of art, critics and admirers that would be willing to invest money, time and effort to support an emerging artist career by becoming their patron.

By actively participating in our artist's support system, these individuals will be able to meet the artist face to face and have private studio visits, have VIP access to the respective artist's solo exhibition, will be invited to vernissages and private events, as well as receive gifts and discounts in the respective artist's artworks. By supporting individuals, these people are also impacting the broader art market and making it more equal, diverse and sustainable.

Product's main benefits: Philanthropy, Personal Fulfillment, Community, Status.

## KREDO CASE STUDY

We aim to create multisensorial solo shows that give emerging artists dedicated attention and wider visibility while providing extremely immersive, inspiring and emotional experiences to our guests. This is not normal within the art world and galleries, which today dedicated their solo shows to established artists who already have solid careers and being those exhibitions mostly "ice cube like ", with white walls and hanging artworks and explanations, following traditional formats that are outdated and unsurprising.

In order to deliver this, we need to select extremely passionate, dedicated and talented emerging artists and Kredo can do all of this. We've picked her not only because we love her work, but also because she has a daily routine to practice her craft and is very strategic herself, creating her own website and merchandise. Also, Kredo has a very clear career goal in mind: to become a comic illustrator, combining her love for drawing and writing stories.

### MEET KREDO



Kredo (Bárbara Távora) was born in Lisbon, Portugal, and is currently living and working in Barcelona, Spain. She studied graphic design in highschool, did a one-year ceramics course and a bachelors in fine arts.

Kredo has always known she wanted to be an illustrator: drawing and creating characters and landscapes for them to live in, because it was always something that kept her interested and excited in every step of the way, ever since she can remember.

She considers herself a great storyteller, and she likes to translate that into her illustration and, most recently, into animation, which she has been enjoying a lot to learn by herself. she's also very interested in exploring the way her illustration can bring a visual energy to causes that she relates to, and how to take concepts and turn them into an illustrated image.

Kredo's style can be defined by a vibrant color palette and weird, bold characters that bring a message, tell a story or simply live in the space she created for them. she loves to play around with textures and typography and to get her hands on new materials, turning 2D illustration into 3D objects.



## LEFREAK SHOWS KREDO

This is a solo exhibition focusing on the work and life of the Portuguese artist Kredo. However, this is not the typical solo show. This is actually a journey through Kredo's biography, personality, creative process and artistic universe. This exhibition aims to immerse visitors in Kredo's universe and deeply connect them to the artist through stimulation of the senses, storytelling and high quality set design.

With the usage of headphones and sensors, people will immerse themselves in an alternative reality inspired by several works of the artist. People should feel they are inside Kredo's works and they will be able to interact with elements and play an active role as a character of the story we are telling.

Throughout the exhibition, Kredo will guide visitors deep into her universe, share her thoughts, pieces of information of her life and invite them to explore her world with all of their senses: touch, smell, sight, hearing...

With an educational approach inspired by Kredo's own beliefs and values, the experience will be informing visitors about how every little action impacts the future (good/bad), so we should notice, value, cherish and nurture everything that surrounds us: people, ourselves, nature. Visitors will be invited to notice the details and enjoy the beauty around them as well as to create, through interactive activities, how this place would be if they themselves would take part in imagining other possibilities.



## RELEVANT AND AUTHENTIC KREDO'S SPONSORS

Just like most emerging artists, Kredo struggles to have a balanced and stable financial health. This brings her anxieties, affects her work and impacts the time she has available to develop her craft, since she needs to find other jobs or work on commercial projects in order to assure an income. For this reason, we would like to rely on sponsors that fit into her lifestyle and creative process to provide her with some financial stability so she can better focus on what matters: her art. For Kredo, we've selected the following:

### **+QuePrint · Discount Sponsorship 2023 - 2026**

MásQuePrint offers graphic design and printing services for companies and individuals. They are one of the best print shops in Barcelona and have a store located near the central Plaza Universidad de Barcelona. Kredo is our first represented artist and she is an illustrator, so Lefreak will also need to print her artworks with excellent quality materials. For this reason, we want to propose +QuePrint to be our official printing partner for 3 years, providing discounts for both Lefreak's communications, printed artworks and Kredo as an individual, so she can also buy their products and use their services for herself. We would like to have a 30% discount in every order or material bought, including Kredo.

### **POSCA · Financial & Discount Sponsorship 2023 - 2025**

For 30 years, POSCA has been the benchmark for artistic creation throughout the world. Today, POSCA promotes art for all audiences and in all media, from street art to Fine Arts, through illustrations, graffiti, portraits and any form of customization. POSCA was chosen for two reasons: first, they firmly state their passion about artistic creation and secondly, Kredo herself uses POSCA almost daily, since this is one of her main tools during her creative process. With these reasons combined, we would like to propose to them to be Kredo's patron for 2 years, providing her an allowance of 300€ per month, which can be used for anything she would like to: paying her rent, food, materials, courses, etc. In addition, Kredo will be eligible for a "KREDO Voucher Code" which provides a 20% discount on POSCA's products.

## COLLABORATING WITH RENOWNED ARTIST MÓNICA RIKIC

Since Kredo is an emerging artist, not many people know her. Still, we need to attract people to her solo show in order to give her visibility and start building her support system.

For this reason, we would like to invite established artists to collaborate with us by creating artworks inspired by Kredo's artistic universe. In Kredo's case, we've selected Mónica Rikic, Catalanian electronic artist and creative coder based in Barcelona. Mónica creates interactive projects often framed as experimental games, which aim to go beyond the game itself.

She has participated in different festivals around the world and is extremely relevant in Spain and also internationally and is not only a great option to build electronic / tech artworks based on Kredo's universe but she can also be a great partner to promote the exhibition in catalunya, working as an advocate.



*Mónica Rikic, chosen Catalanian New Media Artist*

# MARKETING ANALYSIS

## SWOT CONCLUSIONS

### Strengths

We are aware that risks must be taken in order to realize our mission. We don't compromise an artist's intuition during the creative process. We put each artist's goal as the highest priority.

Each solo show exhibition will be just a one-time opportunity since we build the artist's inner universe from scratch at an atypical venue depending on the artist's work. We offer unexpected solo exhibitions with emerging artists instead of group exhibitions. Visitors can have a deep connection with the artist universe and artist her/himself through the solo show based on the storytelling methodology. Moreover, the solo show gives multi sensorial stimulation under the collaborations with other creators and interactiveness, so that people have unique experiences.

As an organization, we have two sides: a studio to make solo show exhibitions and an artist agency to support the artist's branding strategy. Since the beginning, we build solid relationships with artists through intense mentorship.

### Weakness

We work with emerging artists. It can be supposed that we need a comprehensive marketing strategy to reach the general public.

Regarding location of exhibitions, it depends on the artist's universe and style, but it could be far from the center of the city, and necessary to prepare basic infrastructure such as electricity, water, and safety. It costs a lot to assure a popup gallery to sell merchandise and artworks. In that respect, we lack efficiency and specialty in the fields of art and technologies. Exhibition budget construction also will be unstable.

To overcome our weaknesses, we collaborate with renowned artists in specific fields like sounds, lighting, smell, foods, new media, and so on. We also collaborate with local institutions including universities, design schools and cultural centers to intensify the solo show experience. Through co-creation, we develop multi sensorial stimulation experiences and reach proper venues.

Moreover, we make VR experiences for each exhibition. Beyond creating another revenue stream to be reinvested in the artists, we use it as an exhibition proposal to the corner of the venue to show our concept when it's necessary. Seemingly, it works to attract sponsors and collaborators.



In our fundraising part, crowdfunding will be one of the important ways to develop an artist's career. We aim to get visibility and fanbase for artists more than fundraising through the crowdfunding campaign.

## Opportunity

Gen Z will be our core target since we can share the same values with them. They are more likely to be motivated by how the artists that they consume relate to their personal identity and community. Gen Z represents 35% of the world's population and the estimated annual spending power is more than 143 billion\$ all over the world.

On the other hand, many talented emerging artists are eager to have solo exhibitions. They are struggling to art industry conventions that galleries favor longevity, status and critical recognition as a criteria.

Now, multisensorial immersive exhibitions are on the rise in the art industry. Especially, the way of consumption of "Experience Economy" changes the consumption style. To truly resonate with customers and build loyalty, we offer the interactiveness to understand our targets. This means taking a glimpse into the lives, attitudes, opinions, and values of targets in order to uncover their authentic needs. By doing so, we can match the artist's story to the customer's side of the story, fostering an emotional connection.

We offer the experience more than artwork production. And new technology such as VR and AR enable it.

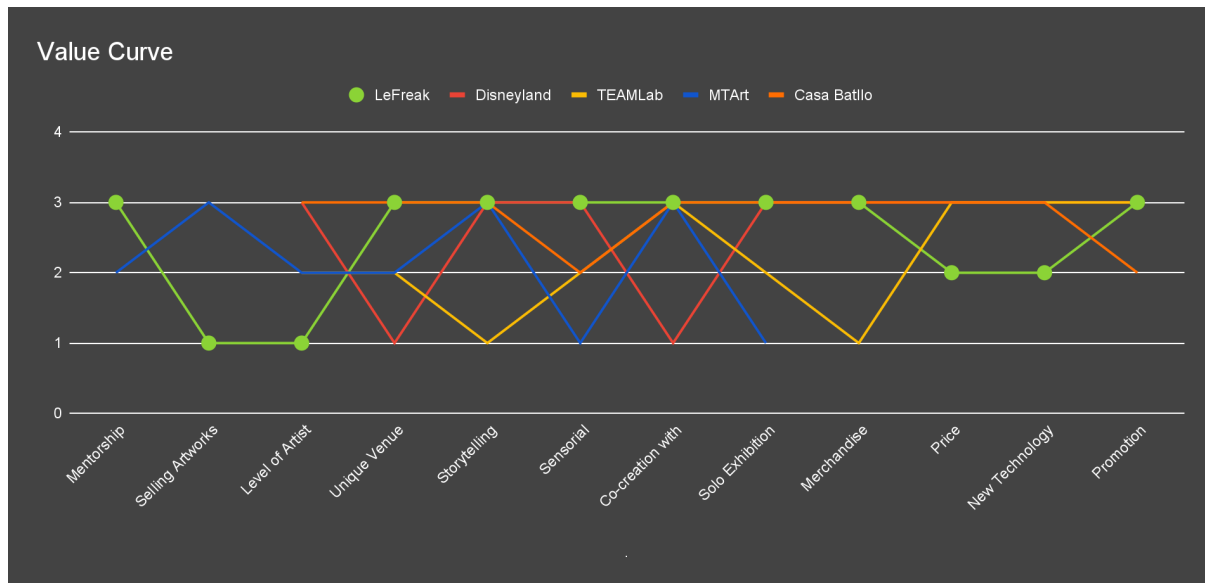
## Threats

To get approval for a venue is one of the biggest hurdles for us. Our venue can be anywhere but, it includes atypical venues such as nature side, abandoned cultural heritage and public space. We need to get support from local administration and proper purpose for hiring the venue depending on the institution. In the case of Barcelona, we need support from Ayuntamiento de Barcelona and Generalitat de Catalunya. To do that, we need to convince them by building their trust and showing capability of public space management.

Regarding our stakeholders, it's challenging to get sustainable suppliers because each exhibition could be totally different in the first phase. We need to consider this aspect when we choose the artist through open call to make it feasible.

In addition, Lefreak exhibition will be a unique perspective and challenging program for artists also. They need to work a lot to build their universe in the physical and VR exhibition, especially installation and sculptures. We have to be careful in order to build sustainable relationships with artists.

## COMPETITOR ANALYSIS



What makes Lefreak different is that our main partner is emerging artists. Other institutions work with relevant artists who already got huge success or middle level artists who got prizes and awards. We invest in the emerging artists through open call who have big potential and passion.

In addition, we build solid long-term relationships with artists as an agency. For that purpose, artists need to keep a sustainable mentorship process with us. We don't charge any fee for our services. Instead of that, we take commissions from selling artworks, tickets and activities, and we expect artists to give us inspiration and creativity.

## PRICING STRATEGY

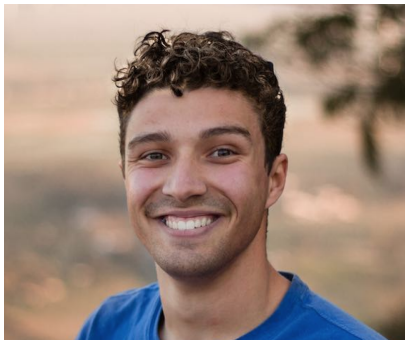
We set at 16€ the full ticket price for the Kredo Solo Show in Jardin de Estanque and at 8€ for the pocket exhibition in Madrid, Matadero. The average price of an immersive experience is around 19€ as shown in the chart below. In general, this type of exhibition price is higher than traditional exhibition, since

it's necessary to use high technology including AR, VR, sound effects and so on. Based on the venue, scale, technologies and artist's styles, this price can be changed.

|                      |         |       |                             |                      |                   |                                   |             |
|----------------------|---------|-------|-----------------------------|----------------------|-------------------|-----------------------------------|-------------|
| <b>Ticket Prices</b> | TeamLab | IDEAL | Banksy Immersive Experience | El Mundo de Van Gogh | Doloris Meta Maze | Anne Frank's Immersive Exhibition | Casa Batlló |
|                      | 25€     | 14,5€ | 12€                         | 14,5€                | 19€               | 16€                               | 35€         |

## PERSONAS

### Gen Z



#### Juan Romero

Juan seeks authenticity. He values the art very much, but he also values the artist behind it. He collects not only for himself, but to also support artists that he feels a connection with and can personally relate to. He is more likely to be motivated by how the brands —in this case, the artists— that he consumes relate to his personal identity and community: they have to be a reflection of him.

### Millennials

#### Lucia Muñoz

Lucia lives in Barcelona. She is in charge of digital marketing at a global IT company in Europe region. She has a passion to explore unknown places and art exhibitions. She thinks “extremely or very important” that companies implement programs to improve the environment. She is willing to pay a premium for environmentally friendly or sustainable materials. She prefers to discover artworks on mobile, she started to collect artworks for her own space at home after the pandemic.



## Families & Tourists

### Chinese family visitor with children



They are from Shanghai. They come to Spain for the culture, gastronomy and the good climate. They have been to Barcelona already and love the city but they are now looking for more diverse cultural experiences, rather than focusing on sightseeing. They are increasingly choosing a one-country or regional itineraries over a multi-country trip, to experience in-depth tourism. They are seeking to discover new experiences in Barcelona, especially a place which can inspire their children.

## Art Lovers

### Teun van Doornum

He is a visual art advisor from Amsterdam, the Netherlands. Based on his own artistic practice and in collaboration with other artists, he experimented with organising exhibitions with various artists' initiatives. He worked on exhibitions in the Netherlands and New York as an independent curator. He supervised many art projects for ministries and other central government buildings, including a contemporary art programme. Nowadays, he focuses on the sound art field and is keen to support passionate and talented emerging artists while increasing his art collection.



# COMMUNICATION PLAN

## COMMUNICATION GOALS

- Build emotional brand equity;
- Present LeFreak's brand to the general audience;
- Expand and deepen with sponsors, ambassadors, partners and donors;
- Generate empathy towards emerging artists struggles;
- Promote our events and showcased artists.

## TIMELINE

### 1st Phase - [January - February]

This stage is focused on building credibility amongst sponsors and donors. During this phase we will launch our online presence, backed up by an advertisement campaign on social media that will be ongoing throughout the entire first year as a way to reach the maximum visibility we can get. We scheduled our first press release for the end of February to present LeFreak to the general audiences, looking for press representation to increase prospectivity amongst sponsors and target audience.

### 2nd Phase [March - April]

In this phase efforts will be concentrated on presenting our brand to those we want to help - the artists. To help us achieve this objective LeFreak's monthly newsletter will announce its first edition in March.

Purportedly, the Hackathon event taking place in BAU - Centro Universitario de Artes y Diseño de Barcelona is the perfect way to connect our brand with emerging artists, allowing us to show our support for their education and enhancing our equity amongst future participants in our solo exhibitions.

The event will be announced digitally recurring to posts on our social media and physically through posters, flyers and QR code stickers allusive to The Hackathon, to be handed out and hanged directly in the university campus.

By the end of April our online advertising campaign for the first solo exhibition with Kredo will be launched on Instagram. In this way capitalize on the Hackathon event participants attention driven to our digital platforms, to get more visibility for our main event.

### 3rd Phase [May - Mid July]

The online advertising campaign for the Kredo exhibition will keep going until the end of the event. In the brand's social media the focus will be on Kredo to raise awareness of the artists being showcased and on the event in general. We will make a large investment in physical advertisement in this phase, considering we are a newly created brand and this will be our first main event. Physical ads will be spread in various forms, both fixed and mobile, around the city of Barcelona in key areas with a large affluence of people.

Equally important to generate impact is to get the press on board, this will be done through three different press calls and one press conference. Prior to the vernissage one of the press releases will be sent to strategic media partners, who will also be invited for a press conference around that period. The second press

release will take place during the exhibition period, leaving the last one to its aftermath, providing for a general overview of the event.

Last but not least, in the mid of June, taking advantage of the increased visibility granted by the event, we will begin our first Open Call campaign, looking for applicants for our next solo exhibition. In terms of digital presence this campaign will consist of posts and paid Instagram ads informing what the open call is for and redirecting users to our website form to enroll. There will also be a smaller scale physical campaign, intended mainly to specific places where emerging artists might be found, for instance, universities.

#### **4th Phase - Secure Network and Assessment [Mid July - August]**

In the aftermath of Kredo's exhibition we plan to meet again personally with our ambassadors, partners and sponsors to review our strategies and strengthen our relationships.

There will be an online advertisement campaign starting right from the beginning of this stage to promote the Kredo vs Posca workshop, scheduled for August, accompanied by constant reminders of the event in LeFreak's social media pages. Physical advertisements, such as stickers and posters will be distributed, but since this is going to be a small scale event it refrains the need for a big coverage. Partnering with Posca means enhancing our target audience through the promotion endorsed by this brand on their digital platforms.

#### **5th Phase - Kredo's Pocket Solo Show [September - December]**

By the end of the year we are bringing LeFreak to Madrid for the Kredo's Pocket Solo Show, in Matadero. Through the venue's prestigious position as a cultural center in the capital we look to compensate for the decreased visibility in a new location. The endowment on advertisement is to be the strongest in this phase, taking advantage of the virtual reality theme to develop creative physical advertisements, such as augmented reality commercials in bus stops and interactive flyers. As in all our events, this one is to be divulged through an advertisement Instagram campaign, accompanied by reminders on our social media posts and website.

The press strategy will be the same to be put in practice for the first exhibition, adding only one more press conference to it, in consideration of the additional month this event will have in comparison and switching the contacts of local press institutions.

## FUNDING OPPORTUNITIES AND FINANCIAL OUTLOOK

The following table exposes our funding targets for the first two years. The second year doesn't account for donations, even though, as a foundation we expect to continuously attract them, to corroborate to the other funding targets that we will be able to finance our costs through our sustainable business model.

In addition we provide our set-up costs table and a simplified prospect of our profit & loss forecast for the first three years. We refer to the Annex for more detailed information.

| <b>Set-up costs</b>            |             |
|--------------------------------|-------------|
| <b>Setting up the business</b> |             |
| Accountant's fees              | 3.000,00 €  |
| Business registration          | 90,00 €     |
| Domain name registration       | 125,00 €    |
| Insurance premiums             | 300,00 €    |
| Licences                       | 500,00 €    |
| Workers compensation           | 6.000,00 €  |
| <b>Setting up the premises</b> |             |
| Lease deposit and advance rent | 450,00 €    |
| Office supplies                | 100,00 €    |
| <b>Plant and equipment</b>     |             |
| Equipment                      | 11.920,37 € |
| Telecommunications             | 180,00 €    |
| Computers and software         | 3.000,00 €  |
| Rent (Office and Warehouse)    | 1.250,00 €  |
|                                |             |
| <b>Starting operations</b>     |             |
| Advertising University Event   | 997,00 €    |
| Brand Ongoing Campaign         | 600,00 €    |
| Website                        | 3.000,00 €  |
|                                |             |
| <b>Start-up capital</b>        |             |
| Equity investment              | 40.000,00 € |
| Borrowings                     | - €         |
| Total                          | 40.000,00 € |
| <b>The result</b>              |             |
| Total set-up costs             | 31.512,37 € |
| Surplus funds                  | 8.487,63 €  |

Table 1: Set-up Costs table

|                    | TARGET                          | AMOUNT   |
|--------------------|---------------------------------|----------|
| 1st Year<br>(2023) | Family, Friends and Fools       | 40.000€  |
|                    | Estrella Damm (4 year contract) | 10.000 € |
|                    | CertiDeal                       | 5.000€ * |
|                    | Meta                            | 7000€    |
|                    | Grant: STARTS Prize             | 20.000€  |
|                    | Crowdfunding                    | 2.500€   |
|                    | Donations                       | 7.500€   |
|                    | Memberships (125)               | 2.500€   |

|                    |                       |         |
|--------------------|-----------------------|---------|
| 2nd Year<br>(2024) | Wix (3 year contract) | 4800€   |
|                    | Crowdfunding          | 4.600€  |
|                    | Memberships (175)     | 3.500€  |
|                    | Grant: Art for Change | 30.000€ |

*\*CertiDeal will provide us with material, the 5.000€ amount represents the proportional costs the goods represent.*

| P&L 2023           |                   | P&L 2024           |                   | P&L 2025           |                    |
|--------------------|-------------------|--------------------|-------------------|--------------------|--------------------|
| <b>Revenue</b>     |                   | <b>Revenue</b>     |                   | <b>Revenue</b>     |                    |
| Donations & Grants | 29.800,00 €       | Donations & grants | 34.600,00 €       | Donations & grants | - €                |
| Sales              | 145.223,00 €      | Sales              | 205.000,00 €      | Sales              | 348.930,00 €       |
| Sponsors           | 22.000,00 €       | Sponsors           | 23.200,00 €       | Sponsors           | 23.800,00 €        |
| <b>Costs</b>       |                   | <b>Costs</b>       |                   | <b>Costs</b>       |                    |
| Rent               | 37.230,00 €       | Rent               | 41.400,00 €       | Rent               | 71.400,00 €        |
| Advertising        | 39.718,40 €       | Advertising        | 49.752,40 €       | Advertising        | 60.234,00 €        |
| Equipment          | 24.310,00 €       | Equipment          | 10.500,00 €       | Equipment          | 11.500,00 €        |
| Merchandising      | 4.320,00 €        | Merchandising      | 5.500,00 €        | Merchandising      | 10.000,00 €        |
| Utilities          | 7.280,00 €        | Utilities          | 4.920,00 €        | Utilities          | 8.920,00 €         |
| Salaries           | 63.200,00 €       | Salaries           | 124.000,00 €      | Salaries           | 170.000,00 €       |
| Running Costs      | 13.500,00 €       | Running Costs      | 12.000,00 €       | Running Costs      | 16.000,00 €        |
| <b>Result</b>      | <b>5.014,60 €</b> | <b>Result</b>      | <b>7.727,60 €</b> | <b>Result</b>      | <b>16.676,00 €</b> |

Table 2: P&L Table



## **EVALUATION METRICS**

Lefreak success indicators are closely tied to the ability of Artists' to thrive and increase their income and opportunities after their collaboration with us. Together with these objectives, we also set milestones for Lefreak as an organization as we believe long-term sustainability is the key to success and value creation. We could summarize these objectives as follows:

### **FROM MICRO TO MACRO IMPACT**

#### **FOR THE EMERGING ARTIST**

- Increase artist's financial income (revenue);
- Increase artist's "fanbase" (loyalty);
- Increase artist's visibility (visibility);
- Create a solid brand (strategy & identity);
- Education and self-development.

#### **FOR OUR STUDIO**

- Develop a Sustainable Business (i.e. break-even in the first year; profitability from the second year);
- Build a solid reputation for our brand, in order to become a reliable player in the art market;
- Create a solid network with artists, cultural institutions and the local community.

#### **FOR THE ART WORLD**

- Increase under represented artists presence within the art market;
- Updating traditional income sources through alternative and innovative solutions;
- Explore creative and innovative ways of showcasing artists

## SUCCESS INDICATORS

In this table we set our main objectives and key indicators to measure our success as an organization. Most notably we are dedicated to the thriving of artists' careers and their well-being, connecting them with a broad and diverse audience and networks.

| OBJECTIVES                                | KEY INDICATORS                   | SUCCESS INDICATORS   |
|---|----------------------------------|--|
| Artist Well Being                         | Increased Monthly Income         | 15% in 1st year  |
|   | Monthly Stable Income            | 1 Sponsor in 1st year  |
| Become the immersive experience reference | Press Coverage                   | 80% of press contacts cover our press releases and conferences in the 1st year |
|   | Website Visitors                 | Reach of 300.000 visits in the 1st year  |
|   | Increased Social Media Awareness | Number of followers grow by 20% until 2024                                     |
| Increase Business Sustainability          | Increase Ticket Revenue          | 40% increase in 2024   |
| Fundraising Reach                         | Crowdfunding Campaign            | Overcome the settled goal for the 1st year in 10%                              |
|   | Donations                        |  |

