

BUSINESS PLAN FORMAT

Entrepreneur Name: Alona Chyzhenko

Batch: Art center

Company Name: Ukrainian culture garden

Location/Country: Mima, Tokushima (Japan)

Educational Qualification: Architect

Working Experience: 7 years

Special/Additional Training: Entrepreneurship development, investment and technology promotion for displaced woman and youth from Ukraine in Japan organized by UNIDO ITPO Japan, UNIDO ITPO Bahrain and International Center for Entrepreneurship and Innovation (EDIP Modality) 2024;
4 days workshop from House of Europe and Goethe-Institute Ukraine "Cultural codes for creative business strategies" 2024;
Program UA / UK Art Business School October 2021 - from ILTI School November 2021. Passed 30-hour course from Ukraine and Great Britain experts in art market;
Victoriia Burlaka's School of Contemporary Art (January-June 2018). Passed a basic course of theoretical and practical training in an experimental educational project, specialization the Artist.

I. Executive Summary:

(Essay – 3 to 4 pages)

Detail the following components in regards to your business concept:

1. Viability of your business concept
(*relevance to the market, presence of demand in the market, achievability, and others*).

Analyzing demand for cultural events, workshops, and exhibitions in Japan can be quite complex, as it takes into account various aspects such as cultural trends, demographics, economic factors, and changes in consumer behavior. In recent years, there has been a growing interest in contemporary art, design and technology. The younger generation (18-35 years old) is actively interested in cultural events. This generation is also more likely to use social networks to obtain information about events. The recovery of tourism activity after the COVID-19 pandemic may also have a positive impact on the demand for cultural events. Many people have switched to online formats for learning and participating in events, but with the gradual return to normal life, there is an increase in demand for offline events.

And Ukraine are in 11 years war situation, last 3 years in active phase. Share Ukrainian culture heritage and arts are important element in soft geopolitics area a specially between Ukraine and Japan. Because all knowledge and view about Ukrainians Japanese people studied on Slavic faculties which based on Soviet Union books. As everyone already knows in Russia empire times, Soviet union times and modern times, a lot of information has been appropriated, edited and falsified. And now it is up to Ukrainians to restore the historical authenticity of information based on official historical documents. To translate them and restore justice. Foreign and local news from Japan raises the topics of war, destruction and victims in Ukraine, which makes it impossible to create a complete portrait of Ukraine. For the long-term cultural partnership, the Ukrainian Art Center will broadcast more cultural topics than military ones. To create understanding and awareness of Ukrainian culture and to form strong connections through art.

Regardless of the name and focus of the main activity of the Ukrainian Art Center, it is also determined to actively interact with the needs of local citizens and communities. The art center will participate in meetings with local authorities and pay attention to the needs of local society. For example, by providing a platform for creative or educational events that support important social topics or encourage young people to pursue extracurricular education. These can be science fairs, experimental fashion shows, poetry evenings, start-up workshops for students, etc. The direction in

which the art center can participate in strengthening social ties with the local will be chosen according to the needs of the local.

2. Efforts taken to planning your business concept

Ukrainian art center will providing the opportunity to gain a new unique experience. And I use business model canvas for illustrating business concept of it.

3. Capability of the management
(relevance of their skill sets and experience level)

Currently, only the founder is present from the entire team. The team will be recruited after the project is successfully funded. The provided tables will reflect the expectations from applicants.

4. Marketing strategy planned
5. Competitive advantages of your business

There are many cultural events in Japan, so it is important to consider the competitive environment. Successful projects usually offer unique experiences or interactive elements to attract an audience. Opening an art center dedicated to Ukrainian traditional and contemporary culture in Japan may have several competitive advantages. Ukraine has a rich cultural heritage, including folk arts, musical traditions, cuisine, painting, and more. The ability to combine elements of traditional Ukrainian culture with contemporary artistic trends can attract different audiences. An art center that represents this culture can offer unique content that is not available in Japanese art centers.

Educational programs and workshops. Cultural exchange, relevance and social significance. In light of recent news in Ukraine, the art center can become a platform for supporting Ukrainian culture, which will attract the attention of not only Ukrainians, but also Japanese people interested in global issues. Using technologies such as VR or AR to create interactive exhibitions can attract an audience interested in new technologies. The competitive advantages of an art center about Ukrainian culture in Japan can be significant if their implementation is approached correctly.

6. Financial projections and your reasoning/basis behind your forecasts.
(accuracy, comprehensiveness, comparative figures if available)
7. The appeal towards other lenders and investors

II. Product & Services

(Essay – 2 to 3 pages. Attach visual support.)

Offer a variety of programs that appeal to different demographics, including families and educational institutions.

Define your product/service, demonstrating its relevance to the target market:

1. Description of the product and/or service

Educational programs and workshops:

- Holding interactive master classes on Ukrainian traditional crafts (embroidery, pottery, painting, Christmas and Easter decorations) can attract people interested in practical learning.
- Organizing lectures about Ukrainian culture, history and art can increase the education and interest of the audience.

2. Impact on the existing market
3. Market need for your product/service (physical/emotional/financial or otherwise).

III. Competitors Analysis

(Essay – 3 to 4 pages. Attach visual support.)

Identify and evaluate competitors and potential threats to your business plan:

1. Description of competitors' profiles
(*maturity level, years of existence in target market, corporate size, local vs franchise etc.*)

There are several art centers and cultural institutions in Japan that represent other countries. These centers usually promote cultural exchange, organize exhibitions, educational programs, and other activities that allow visitors to familiarize themselves with the culture of the respective country. Here are a few examples:

Institution	Target Audience	Communication channels	Program and events	Unique offering
French Cultural Center (Institut Français) Representative offices: Tokyo Yokohama Kyushyu Kansai Okinawa Villa Kujoyama	Youth, art enthusiasts, tourists, locals interested in French culture.	Active use of social media (Facebook, Instagram) to promote events. Partnerships with local universities and cultural institutions.	Exhibitions, theatrical performances, film screenings, educational courses. Thematic festivals (e.g., "French Days in Japan").	Specialized programs for children and youth interested in learning the French language and culture.

<p>Description: This center promotes French culture through art, cinema, music, and gastronomy. They organize exhibitions, theatrical performances, film screenings, and educational programs.</p>		<p>Hosting events that attract media attention.</p>		
<p>German Cultural Center (Goethe-Institut)</p> <p>Location: Tokyo</p> <p>Description: The Goethe-Institut works to promote the German language and culture. The center holds exhibitions, lectures, film screenings, and other cultural events that introduce the Japanese audience to German art and culture.</p>	<p>Education, professionals in the arts, students, lovers of German culture.</p>	<p>Strong online presence, including blogs, social media, and email newsletters.</p> <p>Webinars and online courses to engage an international audience.</p>	<p>Exhibitions, film screenings, educational programs, including German language courses.</p> <p>Specialized projects related to contemporary art.</p>	<p>Integration of digital technologies into exhibitions, allowing for an interactive experience for visitors.</p>
<p>Italian Cultural Institute</p> <p>Location: Tokyo</p> <p>Description: This institute promotes Italian culture by organizing exhibitions, musical concerts, film screenings, and educational programs related to Italian art and</p>	<p>Those interested in Italian culture, gastronomy, art, and fashion.</p>	<p>Engagement through social media and email, focusing on visual content.</p> <p>Organizing events in partnership with restaurants and wineries.</p>	<p>Exhibitions, gastronomic events, workshops on Italian cuisine and wine.</p> <p>Film screenings of Italian directors' works.</p>	<p>Emphasis on gastronomic culture as a way to attract visitors.</p>

culture.				
British Council Cultural Center Location: Tokyo Description: The British Council promotes British culture. They organize cultural events, educational programs, exhibitions, and other activities that foster cultural exchange between Japan and the UK.	Students, professionals, lovers of British culture, educational institutions.	Active use of online resources, such as webinars and e-courses. Engagement through social media, focusing on contemporary art and cultural exchanges.	Exhibitions, educational programs, theatrical performances, film festivals. Projects that highlight social themes and inclusivity.	Collaboration with local communities to create inclusive projects that reflect societal diversity. This may include programs that promote cultural exchange and dialogue between different cultures.
Chinese Cultural Center Location: Tokyo Description: This center represents Chinese culture in Japan through exhibitions, lectures, theatrical performances, and other events.	Japanese individuals interested in Chinese culture, tourists, students.	Use of social media, a website, and email newsletters to inform about events. Partnerships with Japanese universities for organizing lectures and seminars.	Exhibitions of traditional and contemporary Chinese art, workshops on Chinese arts (e.g., calligraphy, painting). Film screenings of Chinese films and cultural festivals.	Programs that emphasize the history and philosophy of Chinese culture, as well as their influence on contemporary art.
Korean Cultural Center Location: Tokyo Description: The center promotes Korean culture through various events, including exhibitions, film screenings, musical concerts, and culinary workshops.	Youth, visitors interested in Korean culture (K-pop, Korean cuisine, traditional arts).	Active use of social media to engage a younger audience, especially through platforms popular among youth (TikTok, Instagram). Organization of events that highlight the popularity of Korean culture	Exhibitions of Korean art, culinary workshops, screenings of Korean films. Special events related to K-pop and Korean pop culture.	Engagement of well-known Korean artists or cultural figures to participate in events.

Analyzing the marketing strategies of cultural representations from other countries in Japan shows that they actively utilize:

- **Digital Technologies:** All centers have a strong online presence and actively use social media to engage their audience.
- **Educational Programs:** Educational events such as lectures, workshops, and courses are an essential part of their strategy.
- **Cultural Exchanges:** Collaborations with local institutions and communities allow for the creation of inclusive projects that reflect cultural diversity.
- **Unique Offerings:** Each center strives to offer something special that reflects the uniqueness of its culture.

2. Existing distribution of market share
3. Competitive positions

4. Existing barriers to entry
(*Regulations, market saturation, high capital requirements etc.*)
5. Existing strategic opportunities
(*neglected demographic or niche, malperformance by competitors, untapped market etc.*)

IV. Positioning

(Essay – 2 to 3 pages. Attach visual support.)

Research and provide comparative reviews between applicable competitors and your business plan:

1. Price review of competitors and your suggested pricing
2. Quality and delivery review of competitors and your product/business
3. Reasoning and justification regarding points 1 and 2.

V. Target Market

(Essay – 2 to 3 pages)

Identify and define your target customers and market segments with as much detail as possible (“Everybody” is not a target market):

- Age: 20-65

- Sex: Male a female
- Income level: 100000-400000 yen per month
- Education level: from high school level
- Demographic (*ethnic or national segments*): Japanese and international tourists
- Locations (*ex. Isa Town market visitors, Riffa residents, Airport visitors*): Mima town, Tokushima prefecture, Shikoku island, Japan
- Seasonal (*ex. summer tourists, Eid shoppers*): All seasons
- Other

Tokushima Prefecture has approximately 750,000 residents. The island of Shikoku as a whole has about 4 million residents. This may include different age groups, family structures, and other demographic factors. Focused on locals like Japanese and international audience also, particularly tourists and contemporary art lovers. Local communities (companies), families and students (institutions). Creating a platform for exchange between Ukrainian and Japanese artists can stimulate collaboration and innovation, as well as attract new audiences.

The main target audience is a people from 20-65 years old. But as a 5 floor multidisciplinary art center some subcategories of target are naturally present. For example, as a kids around 7-14 years old and seniors older then 65 years old.

This wide range of audience from one side are wick point and with smart promotion strategy and carefully build marketing plan and schedule it can be successful project.

Many young people in this region maybe studying at universities or working in fields related to international relations, arts, and culture, which may indicate their openness to new cultures. Students audience can be three types. Who study arts and who art event lovers and random friends of both of it groups. The first group can be attracted with partnership program with institutions. Like art and history studies, curator experience, workshop skills, exhibition set-up design, produce management experience, guide and translator program practicing and etc. etc. Second and third groups of students more like bonus audience for art center, not general. In this case then can be attracted with promotion channels and give an unique experience of being a part of art event.

Subcategory like families can be locals or travelers. Thirst one can be attracted like art lovers and like local community members and who interesting in art education experience for kids or families activities time together in general. Art center can do projects with local communities, rise up social topics, educational topics or mental care topics (like art therapy, dance performances), charity activities and etc. Second one are limited in time group. So for attracted that

group of visitors it can be partnership with travel agencies and provide special experience art tour or workshop in their trip schedule.

About seasons. Art center can be active all seasons in Japan and take an proactive life in organizing vent with local communities. To support each other in build an event program for main holidays in each season. Like at summer it is rain season, school and work holidays season? Obon season and summer festivals with fireworks in Japan and add in program Ukrainian traditional summer holidays like solstice Kupala, Independence day of Ukraine. Autumn in Japan it is Momiji season, Moon watching day, Sports day, Universities festivals season, Culture day, Labor thanksgiving day and 3-5-7 kids holiday. In Ukraine it is Knowledge day (school year starts in September), Kozak day, Memorial day of Holodomor, Radiodictant and students day and etc. Each season have an opportunity for create a good culture program with local holidays, Ukrainian holidays, world holidays and in partnership with institutions and communities. Which will solved any type of interests of our wide audience taste.

And at last but not in the list, the online audience. At COVID times the all culture world institutions transform their program into online format. It can keep support the wide range of audience such a locals and internationals, youth generation and seniors. With using technologies for comfortable online experience for people with hearing and vision impairment or mobility. This way online art events makes without border art center.

VI. Marketing Plan

(Essay – 3 to 4 pages. Attach visual support.)

Elaborate your marketing plan and your suggested execution in detail:

1. Promotion: exact nature of your marketing and promotional activities.
(message, marketing venues, address location, emotional appeal etc.)
2. Execution: methods taken to apply the above activities.
(content development, publishing and posting, sourcing vs. in-house etc.)
3. Budget
(yearly budget, reasoning, viability to your other financials)
4. Relevance: applicability of your marketing techniques to target market.
5. Annual and long term strategy and objectives.

VII. Operations

(Essay – 2 to 3 pages)

Elaborate briefly on the operations of your business and point of sale (POS). This is where theories are translated into practice:

- Day-to-day functions and tasks
- Roles and responsibilities (*organizational chart, job descriptions etc.*)

For the effective functioning of the art center can consist of 5 people

1. Director of the Art Center

- Responsibilities: Overall management, strategic planning, representing the center at external events, coordinating team activities, securing funding and partnerships.

2. Program Coordinator

- Responsibilities: Planning and organizing cultural events, exhibitions, lectures, and workshops. Interaction with artists and lecturers, creating event schedules.

3. Marketing and PR Manager

- Responsibilities: Developing and implementing marketing strategies, promoting events through social media, interacting with the press, organizing advertising campaigns.

4. Cashier/Support Staff

- Responsibilities: Selling tickets, providing customer service at the front desk, managing the souvenir shop.

5. Technical Specialist

- Responsibilities: Supporting technical equipment for performances and lectures, setting up sound and lighting, providing technical support during events.

Also the team can include up to 16 people, which will cover all key aspects of management, programming, marketing, visitor services, and administrative processes. In five-year development plans become a team about 16 people.

1. Director of the Art Center

- Responsibilities: Overall management, strategic planning, representing the center at external events, coordinating team activities, securing funding and partnerships.

2. Deputy director

- Responsibilities: Assisting the director, managing specific projects, coordinating between different departments. Supporting administrative processes, organizing documentation, managing schedules, assisting in communication between teams.

3. Program Coordinator

- Responsibilities: Planning and organizing cultural events, exhibitions, lectures, and workshops. Interaction with artists and lecturers, creating event schedules.

4. Gallery Curator (for the second floor)

- Responsibilities: Selecting exhibits, organizing exhibitions, interacting with artists, writing texts for displays.

5. Gallery Curator (for the third floor)

- Responsibilities: Selecting exhibits, organizing exhibitions, interacting with artists, writing texts for displays.

6. Theatrical and Performative Events curator (for the fourth floor)

- Responsibilities: Organizing chamber theater performances, musical and literary events, managing the cast.

7. Marketing and PR Manager

- Responsibilities: Developing and implementing marketing strategies, promoting events through social media, interacting with the press, organizing advertising campaigns.

8. Cashier/Support Staff (1-2 people)

- Responsibilities: Selling tickets, providing customer service at the front desk, managing the souvenir shop.

9. Technical Specialist (1-2 people)

- Responsibilities: Supporting technical equipment for performances and lectures, setting up sound and lighting, providing technical support during events.

10. Education and Workshop curator (for the fifth floor)

- Responsibilities: Conducting workshops, educational programs, developing educational materials, interacting with visitors. Managing the library, organizing book collections, conducting literary evenings, assisting visitors in finding information and resources.

11. Administrative and volunteer Program coordinator

- Responsibilities: Recruiting, training, and coordinating volunteers, managing their involvement in events, providing support and resources for volunteers.

12. Graphic Designer/Content Manager

- Responsibilities: Creating visual content for marketing materials, managing content on the website and social media, designing advertising posters and brochures.

13. Mediator (1-2 people)

- Responsibilities: Assisting visitors, answering inquiries, ensuring a high level of service on all floors, initiating and facilitating

conversations about exhibitions, as well as giving guided tours, capturing feedback from visitors and supporting public events.

14. Financial Manager

- Responsibilities: Managing the finances of the art center, preparing budgets, financial monitoring, preparing reports for management, interacting with partners and sponsors.

15. Grant writer

- Responsibilities: Identify, define and develop funding sources to support existing and planned program activities as well as lead the development, writing, and submission of grant proposals to federal, state, and private funding agencies.

16. Video editor/Broadcasting content manager

- Responsibilities: Edit video content for multiple outlets, including social media, YouTube, instagram, facebook, LinkedIn. Implement effective storytelling techniques. Implement creative notes from stakeholders.

Depending on the volume of events and attendance at the art center, the team can be adapted to meet the organization's needs.

- Ambitions (*operation manuals, IT automation in 1 year etc.*)
- Challenges you expect

VIII. Financials

Start-up costs for [YEAR] (Double-click the table to enter your details or attach your own start up costing sheet at the back of this business plan.)

START-UP COSTS	Cost (BD)	EQUIPMENT/CAPITAL COSTS	Cost (BD)
Registrations		Business purchase price	
Business name		Franchise fees	
Licences		Start-up capital	
Permits		Plant & equipment	
Domain names		Vehicles	
Trade marks/designs/patents		Computer equipment	
Vehicle registration		Computer software	
More...		Phones	
Land / Building Requirement (list)		Fax machine	
Accountant fees		More...	
Solicitor fees		Security system	
Rental lease cost (Rent advance/deposit)		Office equipment	
Utility connections & bonds (Electricity, gas, water)		Furniture	
Phone connection		Shop fitout	
Internet connection		More...	
Computer software			
Training			
Wages			
Stock/raw materials			
Insurance			
Building & contents			
Vehicle			
Product liability			
Business assets			
Printing			
Stationery & office supplies			
Marketing & advertising			
More...			
Total start-up costs	0.000	Total equipment/capital costs	0.000

Breakdowns (Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan.)

FINANCE BREAKDOWN	COMMENTS	[Year 1]	[Year 2]	[Year 3]
Own Investment				
Savings				
Family/friends support				
Composite Loan				
Term Loan				
Working Capital Loan				
Others				
Total assets		0.000	0.000	0.000

SALES BREAKDOWN	QTY SOLD PER YEAR	[Year 1]	[Year 2]	[Year 3]
Products				
Product 1				
Product 2				
Services				
Service 1				
Service 2				
Others				
Total assets		0.000	0.000	0.000

Balance sheet forecast (Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan.)

BALANCE SHEET FORECAST	[Year 1]	[Year 2]	[Year 3]
Current assets			
Cash			
Petty cash			
Inventory			
Pre-paid expenses			
Fixed assets			
Leasehold			
Property & land			
Renovations/improvements			
Furniture & fitout			
Vehicles			
Equipment/tools			
Computer equipment			
More...			
Total assets	0.000	0.000	0.000
Current/short-term liabilities			
Credit cards payable			
Accounts payable			
Interest payable			
Accrued wages			
Income tax			
More...			
Long-term liabilities			
Loans			
More...			
Total liabilities	0.000	0.000	0.000
NET ASSETS	0.000	0.000	0.000

Profit and loss forecast (Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan.)

PROFIT & LOSS FORECAST	COMMENTS (QTY, TYPE, OTHERS)	[Year 1]	[Year 2]
Sales			
less cost of goods sold			
More...			
Gross profit/net sales		0.000	0.000
Expenses			
Accountant fees			
Advertising & marketing			
Bank fees & charges			
Bank interest			
Credit card fees			
Utilities (electricity, gas, water)			
Telephone			
Lease/loan payments			
Rent & rates			
Motor vehicle expenses			
Repairs & maintenance			
Stationery & printing			
Insurance			
Wages			
GOSI			
LMRA Monthly			
LMRA Annual/Biennial			
More...			
Total expenses		0.000	0.000
NET PROFIT		0.000	0.000

Expected cash flow (Double-click the table below to enter your details or attach your own profit & loss sheet at the back of this business plan.)

EXPECTED CASHFLOW [YEAR]	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
OPENING BALANCE	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cash incoming												
Sales												
Asset sales												
Debtor receipts												
Other income												
Total incoming	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cash outgoing												
Purchases (Stock etc)												
Accountant fees												
Solicitor fees												
Advertising & marketing												
Bank fees & charges												
Interest paid												
Credit card fees												
Utilities (electricity, gas, water)												
Telephone												
Lease/loan payments												
Rent & rates												
Motor vehicle expenses												
Repairs & maintenance												
Stationery & printing												
Membership & affiliation fees												
Licensing												
Insurance												
GOSI												
Wages												
LMRA Monthly												
LMRA Annual/Biennial												
More...												
Total outgoing	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000

Break-even analysis *(Double-click the table below to enter your details or attach your own table.)*

BREAK-EVEN CALCULATOR	
Timeframe (e.g. monthly/yearly)	
Average price of each product/service sold	
Average cost of each product/service to make/deliver	
Fixed costs for the month/year	
Percentage of price that is profit	
Total sales needed to break-even	
Number of units sold needed to break-even	

IX. Milestones & Future Plans

(Essay - 2 to 3 pages)

Describe the necessary actions needed to take your business from where it is now to where you want it to be:

1. Ambition: desired scenario for your business
2. Challenges: what obstacles you are facing or expecting to face (*legal considerations, operational obstacles, financial restrictions etc.*)
3. Action plan: steps/progress required to achieve your ambitions.

X. Appendix:

Attach supportive documents and visuals, including:

- CVs of key personnel
- Marketing material
- Key contracts, strategic relationships, and MOUs
- Visual support (photos/videos)
- Technical information

XI. Sources:

<https://statistics.jnto.go.jp/en/graph/>