



**A new business venture initiative
for the enhancement of a territory
through the voice of its community
and local emerging artists.**

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Abstract

Art can be understood as an inherent trait of human behavior, that is present in many aspects of human life, and which has the extraordinary ability to generate great positive impacts on the lives of communities and individuals.

This thesis studies the possibility of a territory to self-improve through the artistic expression of its people and projects an innovative business model that takes the form of a startup for its implementation. To be more precise, the idea is to develop a profitable business model that generates public awareness through local art and that at the same time allows emerging local artists to reach new audiences, showcase their work, and potentially get access to new professional opportunities.

The main methodological approach chosen for the project is the one used on systemic design practices, a methodology that in this particular case is directed towards the creation of a sustainable economic business model that focuses on the enhancement of its surrounding community and territory.

During the development of the project were used a mix of methods and tools from the strategic management and development of new business models approach and the systemic thinking approach. Such methods include a bibliographic research of the main topic, a holistic study of the concerning territory, an analysis of the state of art, the use of techniques for the stimulation of creativity and innovation, the realization of inquiries about the market, a study of stakeholders, the development of a business model, and many more.

Many are the reasons for taking this specific path for the final project of my master's degree in Systemic Design. Some driven by a personal passion for art, others founded on the desire to contribute to the enhancement of my home country Colombia, and others regarding a particular curiosity to experience the entrepreneurial world and its lifestyle.

KEY WORDS

Systemic Design
Entrepreneurship
Art promotion
Emerging local artists
Territorial enhancement

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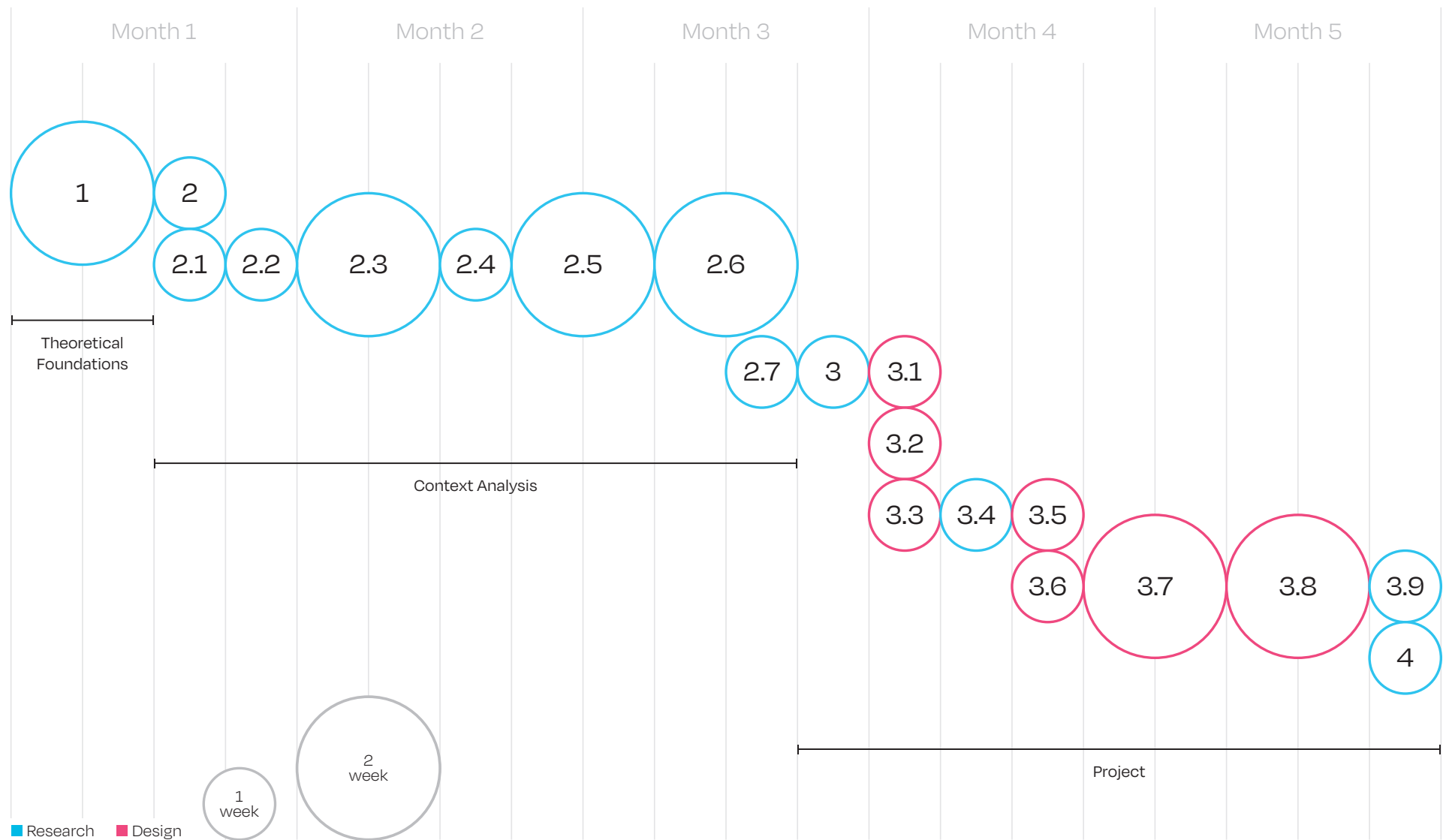
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Theoretical Foundations

A brief but deep desk research about the art world, its components, its relationship with humankind, and its projection towards the future.

Art

- The concept
- Impact on human life
- Meaning and intention
- The artist
- The arts
- 2020 and beyond

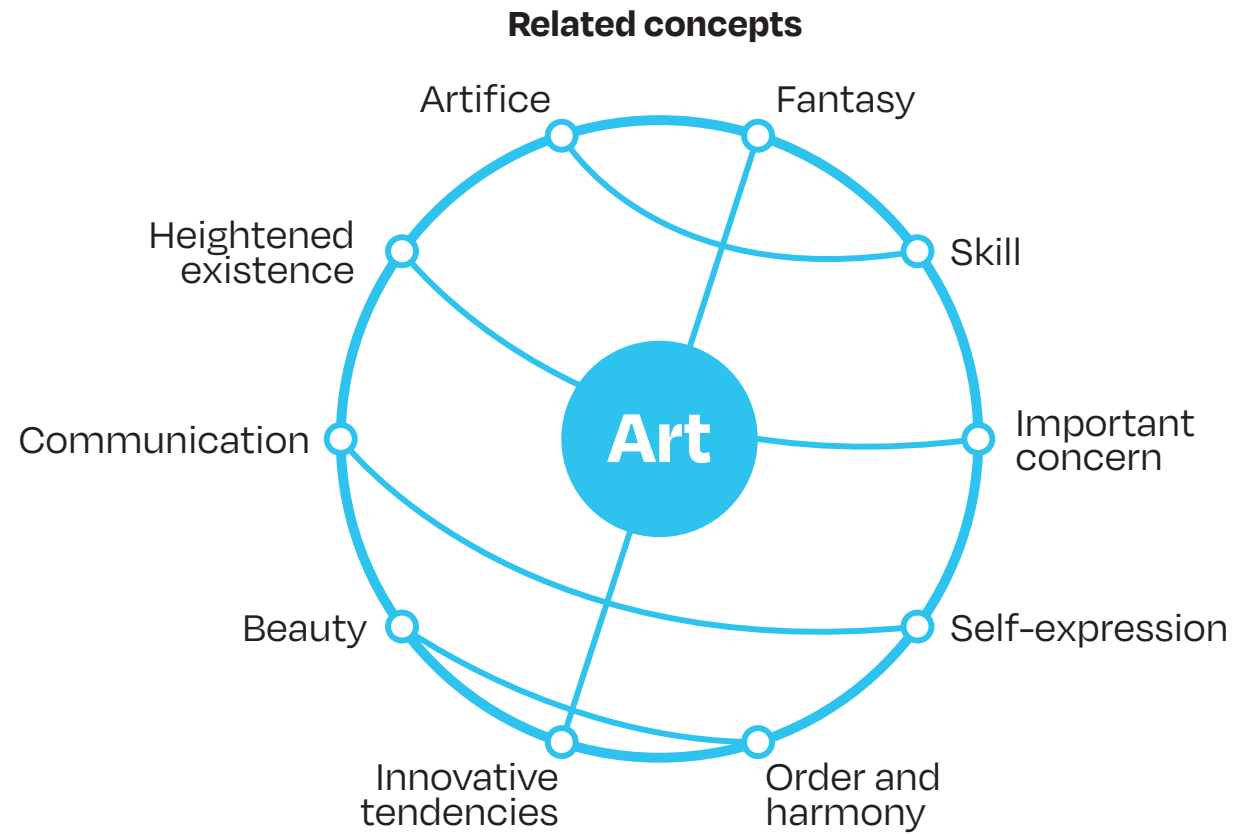
The concept

Art is and has always been an ambiguous concept that changes accordingly to the person that is trying to describe it. People usually attempt to describe art by identifying its singular aspects or by enlisting examples in which it might be present, but most of the time struggle to describe it as a whole unified concept. It is frequently associated to the concepts of "skill" (as the complexity of execution), "artifice" (as something done artificially by humans), "beauty" (as an aesthetic value related to embellishment and decoration), "order and harmony" (as quality of order and unity), "innovative tendencies" (as originality, creation, and imagination), "self-expression" (as a personal view of the artist), "communication" (as it is used as a symbol or a way to transmit information), "important concern" (as something with important significance and meaning), "fantasy" (as a playful element that stimulates illusion and imagination), and "heightened existence" (as something that evokes emotion, ecstasy, and entertainment) (Dissanayake, 1990). "It is somehow like the concepts of "love" or "happiness" in that everyone knows what they mean or recognize what they refer to, but, when pressed, finds them difficult to define with consistency or wide application" (Dissanayake, 1990, p.3).

For what we know, art has been present since the beginning of human history and has taken many forms (or art manifestations) as time passes by. It can be found in the rupestrian paintings made by our ancestors on the walls of their caves, on the traditional songs that sing generation after generation by aboriginal tribes all around the world, on the traditional masks used on carnivals, on the paintings displayed on museums, on the scenic performance of the actors on a theater play, on the graffiti that cover the subways of our cities, and on the drawings that kids make at school. It is its omnipresent characteristic that leads us to think that the concept of art does not refer to a static singular thing, instead of being an inherent trait of human behavior that is constantly changing and evolving, and that in a way or another, as the writer Ellen Dissanayake describes, has as common denominator the intention of making something special, extraordinary.

A fundamental general behavioral tendency to "make special" and respond to "specialness." (Dissanayake, 1990, p.106).





Impact on human life

If we consider art as an inherent trait of human behavior, we can assume that it has special value or purpose in human life. Like many other behaviors, it must have a reason to exist, otherwise, it would have disappeared a long time ago during the evolutionary process of humankind. But art, as we have seen, is present in different moments of human life, which leads us to think that it may have more than one reason for being.

Some studies suggest that art plays a very important part of social relations. We can see how poems and stories allow the transmission of information from one individual to another and how they can condition behavior, how ornamentation is used to impress, attract mates and indicate social status, how singing and dancing are used to celebrate social events, how signs and symbols are used to claim proprietorship over something, how monuments are created on public places to communicate the common beliefs of a community, how paintings are made to preserve the memory of an important event, etc. However, it is also evident how art has a great impact on individuals lives as well. We can see how theater and cinema allow people to escape from routine and get lost into fantasy, how writing is used as a mechanism for expressing personal ideas and feelings, how

people experiment different emotions and sensations while contemplating art, how drawing something from nature allows the brain to reinforce the abstract thinking, how while analyzing an artwork people are challenged to interpret, organize and perceive the world in a different way, etc.

In this regard, the author Joshua Guetzkow from Princeton University presents an investigation in which analyzes 81 literary references about the impact of art in individuals and communities and retrieves a grid, originally developed by Kevin McCarthy in 2002, in which are organized the specific impacts claimed in the literature.

Arts build social capital; the arts improve the economy; and the arts are good for individuals. These three broad claims capture virtually all of the more specific assertions about the impact of the arts. (Guetzkow, 2002, p.5).



Mechanisms of Arts Impact

	Individual			Community		
	Material / Health	Cognitive / Psych	Interpersonal	Economic	Cultural	Social
Direct Involvement	<ul style="list-style-type: none"> Builds inter- personal ties and promotes volunteering, which improves health Increases opportunities for self-expression and enjoyment Reduces delinquency in high-risk youth 	<ul style="list-style-type: none"> Increases sense of individual efficacy and self-esteem Improves individuals' sense of belonging or attachment to a community Improves human capital: skills and creative abilities 	<ul style="list-style-type: none"> Builds individual social networks Enhances ability to work with others and communicate ideas 	<ul style="list-style-type: none"> Wages to paid employees 	<ul style="list-style-type: none"> Increases sense of collective identity and efficacy 	<ul style="list-style-type: none"> Builds social capital by getting people involved, by connecting organizations to each other and by giving participants experience in organizing and working with local government and nonprofits.
Audience Participation	<ul style="list-style-type: none"> Increases opportunities for enjoyment Relieves Stress 	<ul style="list-style-type: none"> Increases cultural capital Enhances visuo- spatial reasoning (Mozart effect) Improves school performance 	<ul style="list-style-type: none"> Increases tolerance of others 	<ul style="list-style-type: none"> People (esp. tourists/visitors) spend money on attending the arts and on local businesses. Further, local spending by these arts venues and patronized businesses has indirect multiplier effects 	<ul style="list-style-type: none"> Builds community identity and pride Leads to positive community norms, such as diversity, tolerance and free expression 	<ul style="list-style-type: none"> People come together who might not otherwise come into contact with each other
Presence of artists, arts organizations and institutions	<ul style="list-style-type: none"> Increases individual opportunity and propensity to be involved in the arts 			<ul style="list-style-type: none"> Increases propensity of community members to participate in the arts Increases attractiveness of area to tourists, businesses, people (esp. high- skill workers) and investments Fosters a "creative milieu" that spurs economic growth in creative industries Greater likelihood of revitalization 	<ul style="list-style-type: none"> Improves community image and status 	<ul style="list-style-type: none"> Promotes neighborhood cultural diversity Reduces neighborhood crime and delinquency

* This grid further develops a typology proposed by Kevin McCarthy (2002) (Guetzkow, 2002, p.3).

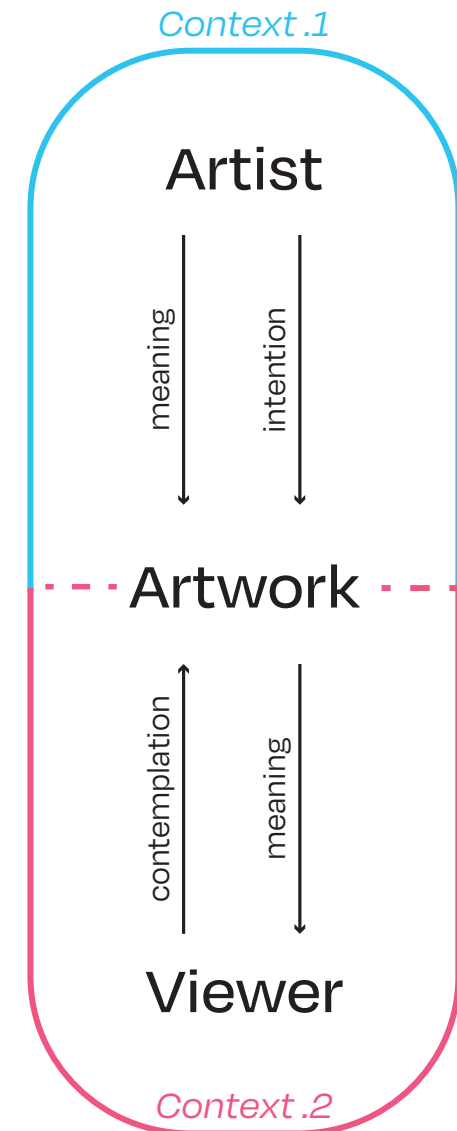
Meaning and intention

Meaning and intention are two separate things. Intention corresponds to the group of decisions that an artist takes when making a work of art (materials, message, colors, style, shape, etc.) and that determine the final configuration of the artwork. It is necessary to take into consideration that inside of this group of decisions can be (or not) an intentional meaning given by the artist, who through his art, tries to communicate a message to the viewer. However, the final meaning received by the viewer depends exclusively on the interpretation that he generates after having contemplated the artwork. There is no a single interpretation and neither a single meaning behind a work of art, each one can be interpreted multiple times and from multiple perspectives generating an infinite amount of meanings, even when the original meaning presented by the artist does not correspond to the final meaning generated or received by the viewer. Nevertheless, the intention of the artist (the group of decisions taken) influences the process of generating meaning.

On this discussion about the different kinds of meaning in art, the author Sixto Castro retrieves on his essay "The role of intention in artistic interpretation" some thoughts from Tolhurst (1979) and Levinson (2005) where he identifies four different kinds of meanings and the

relationship with each other. On this subject, he says that "a literary work (which can be understood as an artform) should be seen as a statement (utterance) produced in a public context by a historically and culturally situated author, whose meaning is a form of meaning of the statement (utterance meaning), opposite both to the textual meaning (word-sequence meaning) as to the meaning of the declarant (utterer meaning) and the playful meaning." (Castro, 2008, p.149).

T. S. Eliot refused to comment on his own texts because he considered that the author has no control over words that no longer belong to him, nor does he has special privileges as an interpreter. But he never said he didn't want to say anything with his texts. (Castro, 2008, p.144).

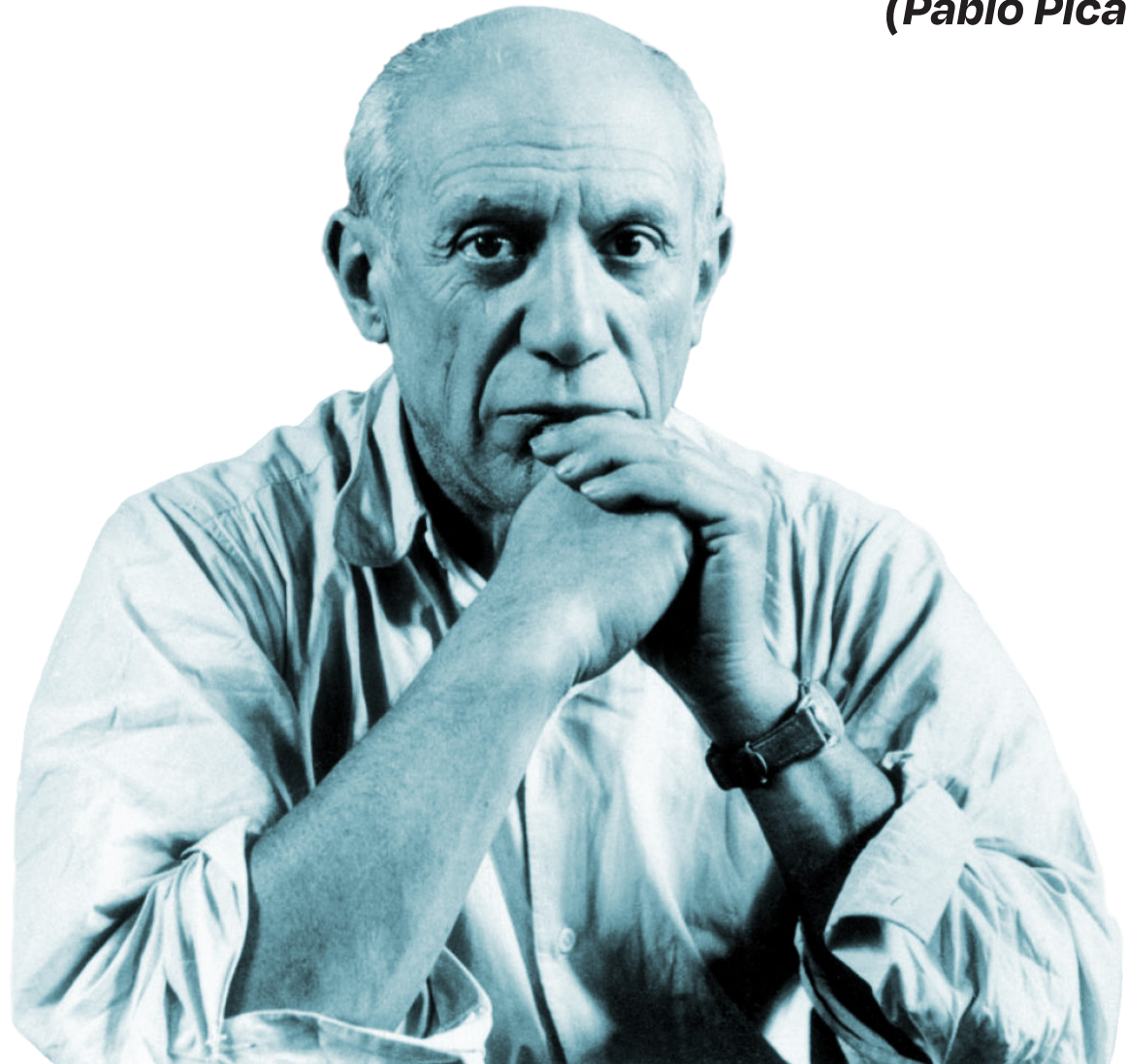


The artist

As said before, and by considering art as a natural behavior of humans, it could be said that all humans have the innate capacity of being artists. And it is true. All of us, unless we have some kind of physical or mental anomaly, can sing, draw, act, dance, write, build, sculpt, etc. Now, that doesn't mean that all of us are "good artists" or "artists" as we usually call those people who have a particular skill at performing an art-related activity. It is the same reason why being able to make a bowl of cereal doesn't automatically make us chefs, or bouncing a basketball make us basketball players, or writing some notes in a post-it make us writers.

Nevertheless, skill is not the only characteristic that an artist must have to separate himself from the bunch. "There are standards of taste and discrimination that are universally knowable or agreed upon; originality is a necessary quality of great art and of the artist genius; the artist achieves self-expression and communication of his unique subjective vision; through aesthetic experience a perceiver may acquire a special and valuable kind of experience that he could receive in no other way." (Dissanayake, 1990, p.41).

***"If I paint a wild horse, you might not see the horse... but surely you will see the wildness!"
(Pablo Picasso)***



The arts

There are many types of arts and many ways to classify them, and according to the criteria used for the classification process, some arts jump from one category to another. Below is shown a classification that gathers different classification criteria to better understand some of the characteristics, similarities, and differences between the “traditional” art forms.

THE CRITERIA

Time and space

Spatial: When the art experience happens all at once and remains in time in a physical form.

Temporal: When the art experience is linear, progressive, and finite.

Sensorial experience

Visual: When the art can be contemplated by using sight.

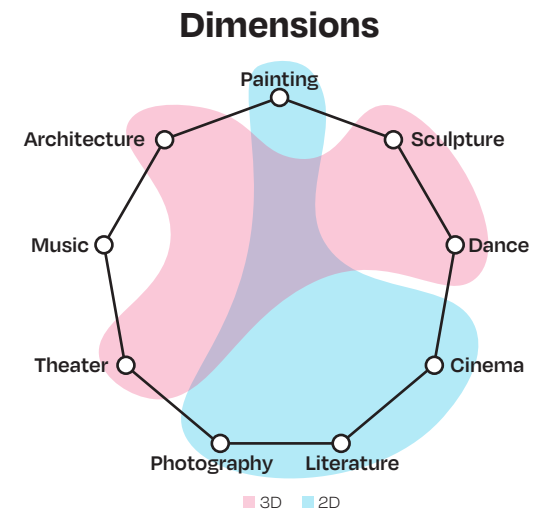
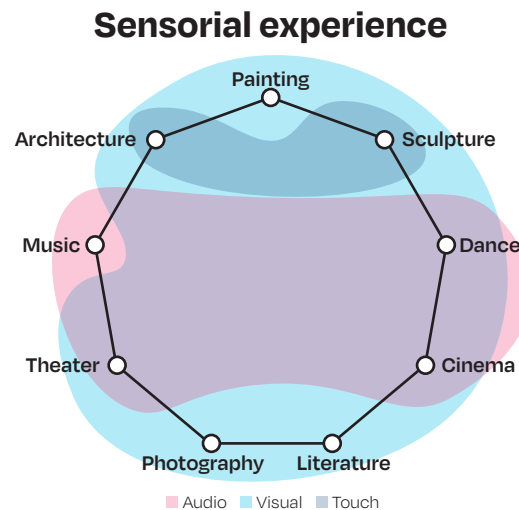
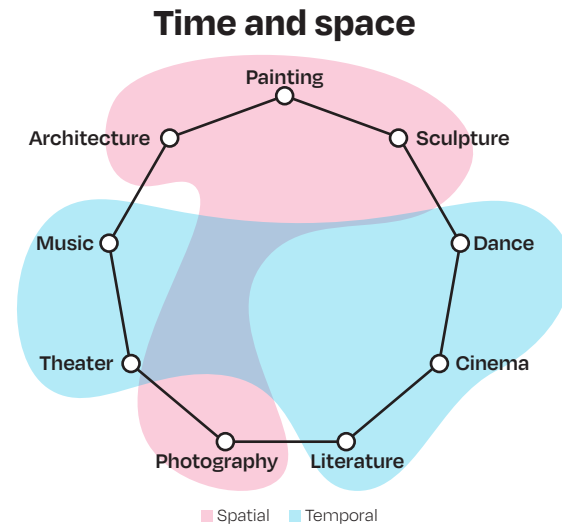
Touch: When the art can be experienced by using touch.

Audio: When the art involves sound.

Dimensions

3D: When the art takes the form of an object.

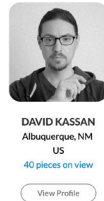
2D: When the art is exhibited on a two-dimensional surface.



2020 and beyond

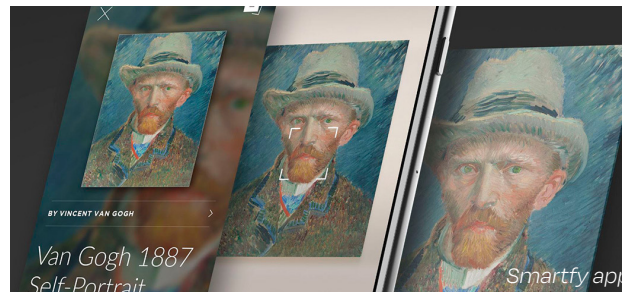
This section of the research focuses on what seems to be on the horizon of the art world. The trends, ideas, and dynamics that are shaping the present panorama and that will impact its near future. The information gathered in this section comes from a variety of digital articles, art magazines, and art blogs.

It is a truth universally acknowledged that art is most exciting and impactful when it is being created in a world run amok with rapid change and uncertainty. We are clearly living in such times with the decade ahead looking to be even more disruptive, divisive and even possibly defining for our civilization. (CoBo Editorial, 2019, p.1).



Online market

The lockdown, consequence of the coronavirus pandemic, promoted the commercialization of artworks through the internet. Art fairs, auctions, virtual exhibitions, viewing rooms, and marketplaces are increasing their presence online where they can reach larger audiences.



Apps

There are surging new apps for museums and exhibitions. These allow visitors to interact with the exhibitions through their smartphones and get access to more detailed information about the artworks.



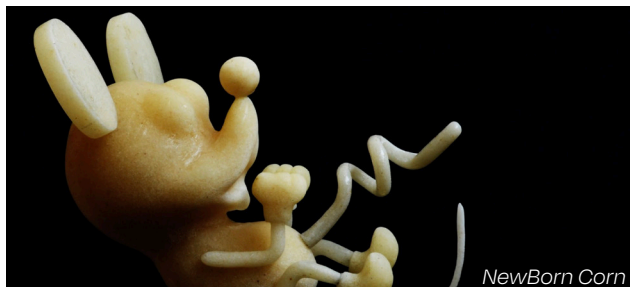
Virtual performances

Nowadays, concerts, theatrical endeavors, opera, cinema, and many other performative arts are using the internet as a virtual platform. By using this digital space, people from all around the world can enjoy and even participate in the performance without leaving home.



On social media

Museums and galleries are developing strategies and creating spaces to encourage the participation of visitors on social media. Sharing selfies, comments, and likes are great for marketing.



Art and science together

Art and science are now sharing more spaces. It is now common to see how both worlds are intersecting with each other, how both are approaching similar topics (such as climate change), and how both are protagonists of the same events (like "Art x Science x LA").



Green trend

Sustainable thinking has also influenced the art world. There are new projects that aim to reduce the carbon footprint of the transportation process of artworks (project ROKBOX), artists are starting to use biodegradable and recycled materials, there are new art initiatives for fundraising on conservation goals, and many more projects that address the problem of climate change are surging.

Arts

Baltimore Museum of Art will only buy women's art in 2020

Updated 1st December 2019

Identity politics

Female artists, black artists, LGBT artists, and artists from minority groups are having more recognition and gaining terrain in the art world.



No exclusivity

Nowadays artists are making business partnerships with various galleries, resellers, and promoters. A strategy that provides them commercial flexibility and more opportunities for progress.



Collectivity and collaboration

Institutions and individuals of the art world are interacting and interconnecting more with each other. Different business networks are combining forces, institutions are supporting each other, artists have created collectives to help with social causes, and in general, interests have moved from a micro-scale to a macro-scale.



Commission artists

Lately, large museums, institutional collections, and art galleries are commissioning more new works to artists.



Be inclusive

Museums and art institutions are investing in initiatives that help to make their services more accessible to people with different backgrounds. Multilingual strategies and infrastructure for people with disabilities are becoming more frequent.



Net art and surrealism will rise

Both genres have become very popular in recent times, their value has increased, and their presence in exhibitions has been more frequent.

This is going to be a decade of change for the art world. People, including curators, writers, collectors and the public, have begun to question traditional ways of showing, viewing and thinking about art. (Millington, 2020, p.1).



Spiritual exploration

Since the past few years, and especially with the growing uncertainty of 2020, it has been seen an expanding trend about the exploration of spirituality through art. Artworks inspired on esoteric trends, tarot, mandalas, astrology, meditation, etc. are becoming more frequent.



Hypebeasts

There is an increasing interest in pop culture, streetwear, urban art, cross-branded collectibles, collaborations between artists and designers, limited edition items, and collectibles.

Analysis

Art is an inherent trait of human behavior able to positively impact social relations and individual lives. If used wisely, artists could become the lead actors of major social transformations where art could be used as a powerful mechanism for the healthy and sustainable development of communities and territories.

To achieve that goal is crucial to understand how the art world operates, which are its components and dynamics, how does it interact with the territory, and what is expected from it in the near future. All this to have solid foundations from which coherent and synergic art projects aimed to achieve sustainability can rise.

Art for territorial development

Art can be used to solve some of the current problems of the nation. It can be a great mechanism to achieve economic, social, and environmental sustainability through cultural activities.

Online

Internet and digital systems are impacting the art world generating new ways to experience and commercialize art, and as they become more common in everyday life, it is important to keep them in mind during the realization of the project.

Art outside its boundaries

The artworld is exploring new fields of action and is getting in contact with other disciplines, creating endless creative and commercial configurations.

Artistic business innovation

Trends like "hyperbeasts", "commission artists", "collectivity and collaboration" and "no exclusivity" show that artists are creating networks and relations to generate new commercial and creative opportunities. This can spark innovation in art-related entrepreneurship ventures.

Context Analysis

A holistic analysis of the main characteristics of the concerning territory with an emphasis on its relationship with the entrepreneurial system and artistic industry.

Macro and micro area

- Colombia and its regions
- Bogotá and its localities

Demographic context

- Colombia population
- Bogotá population

Economic context

- Economic aspects of the territory

Cultural context

- Colombian soul
- Cultural identities by cultural regions
- Colombia seen from abroad

Colombia today

- Current government goals
- COVID-19 pandemic repercussions
- Main events of 2020

Colombia and entrepreneurship

- Current situation
- Projections
- Key organizations
- Opportunities

Bogotá's artistic context

- Cultural and creative industries
- Key government organizations
- Copyright
- Visual arts on the street
- Bogotá's art system
- Art system map
- Emerging artists
- Main events for emerging artists

Insight cluster

Colombia and its regions

Government

The government consists of a presidential participatory democratic republic in which is present the principle of separation of powers (executive, legislative, and judicial).

Capital city

Bogotá is the capital and largest city of the country. Its located in the middle of the territory and it is home to more than 7 million people.

Administrative divisions

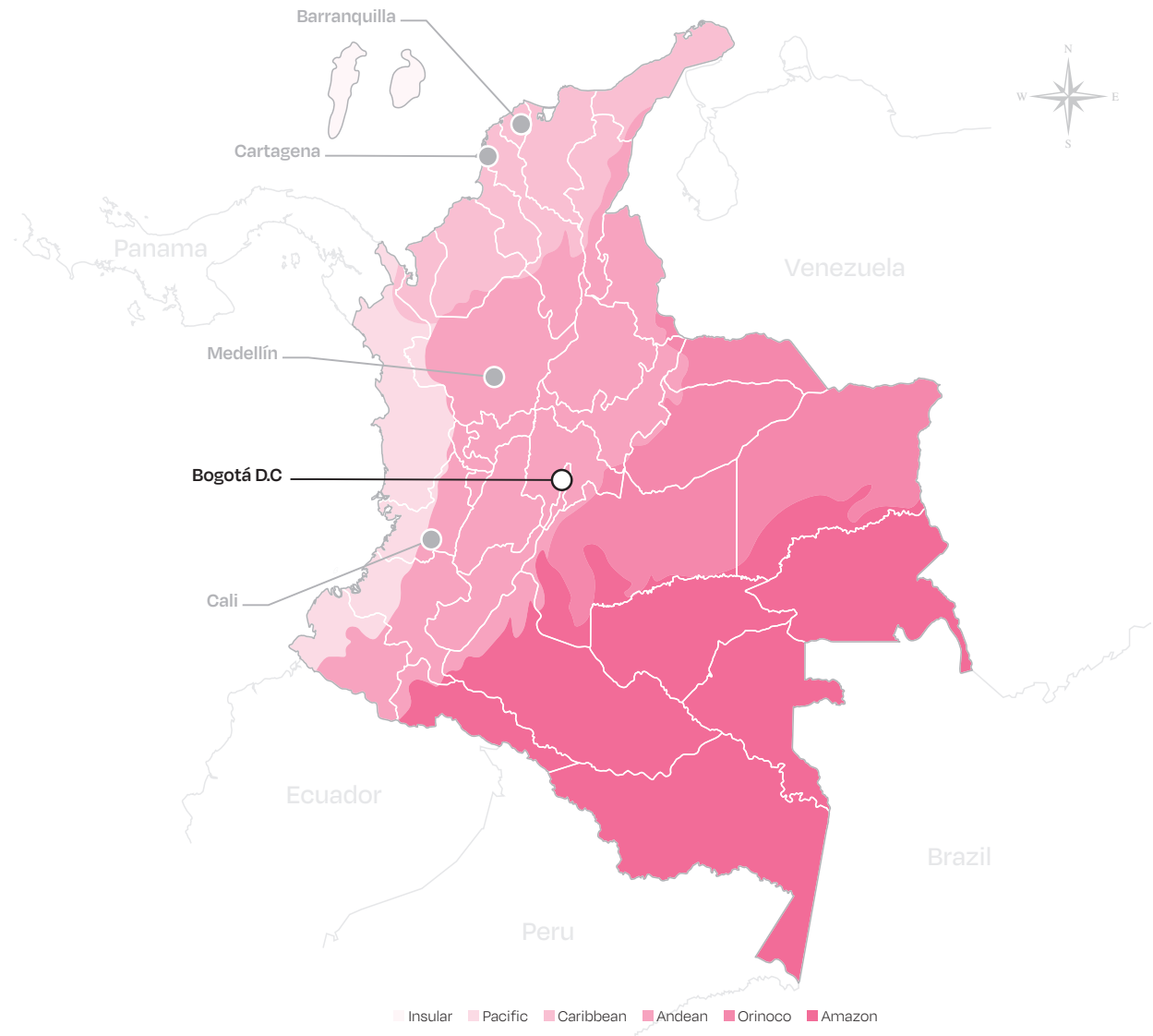
The territory is subdivided into 32 departments, which are later subdivided into 1.122 municipalities. Each department has a capital city and is ruled by a Governor and by a Department Assembly.

Geography

Colombia is the fourth largest country of South America; it has a total extension of 2'128.748 km2 from which the 53.6% is continental territory and the remaining 46.4% is a maritime territory (one part corresponds to the Pacific Ocean and the other one to the Atlantic Ocean).

Natural regions

The country is naturally divided into 6 natural regions. Each region shares similar weather, vegetation, and soil conditions.





Insular region

The region mostly consists of the island of San Andrés y Providencia, which are located in the middle of the Caribbean Sea, and which are mainly known for its natural sea life.



Pacific region

This is one of the most humid regions of the planet, the weather is warm, and has constant rain all year long. It is also recognized by its natural diversity and by having the island of Gorgona.



Caribbean region

The region is characterized by having Los Montes de María and La Sierra Nevada de Santa Marta, two very important mountain groups for the country. There are also big deserts, warm weather, and various touristic destinations such as the city of Cartagena and the Tayrona park.



Andean region

The region is characterized by having three branches of the Andes Mountains, which divide the national territory and allow the formation of a great variety of weather and ecosystems. This region is one of the most important in the country and is the one with the largest amount of people.



Orinoco region

The region is known for its large plains and its large number of rivers. The weather is dry and warm, the population density is low, and the principal economic activity is livestock.



Amazon region

The region is mostly covered by the Amazon rain forest and, even if it is mostly desolate, it is inhabited by some indigenous tribes. The fauna and flora are abundant, the rain is frequent, and the weather is warm.

Bogotá and its localities

History

Initially, the territory that is now known as Bogotá, was a settlement of approximately half-million Muiscas (name of the indigenous people of the region). Was until 1538 when the Spanish conquistador Gonzalo Jiménez de Quesada claims the territory as an extension of the Spanish empire and founds the city that nowadays we call Bogotá.

Government

The highest political position of the city is the mayor, who is democratically elected every four years, and who is responsible for executing social and economic development plans, maintain the public order, and manage the budget of the city. On the other hand, there is the Council, made up of 45 councilors, which is the highest authority in administrative and political matters, and who is in charge of exercising political control over the administration and issuing regulations.

Administrative divisions

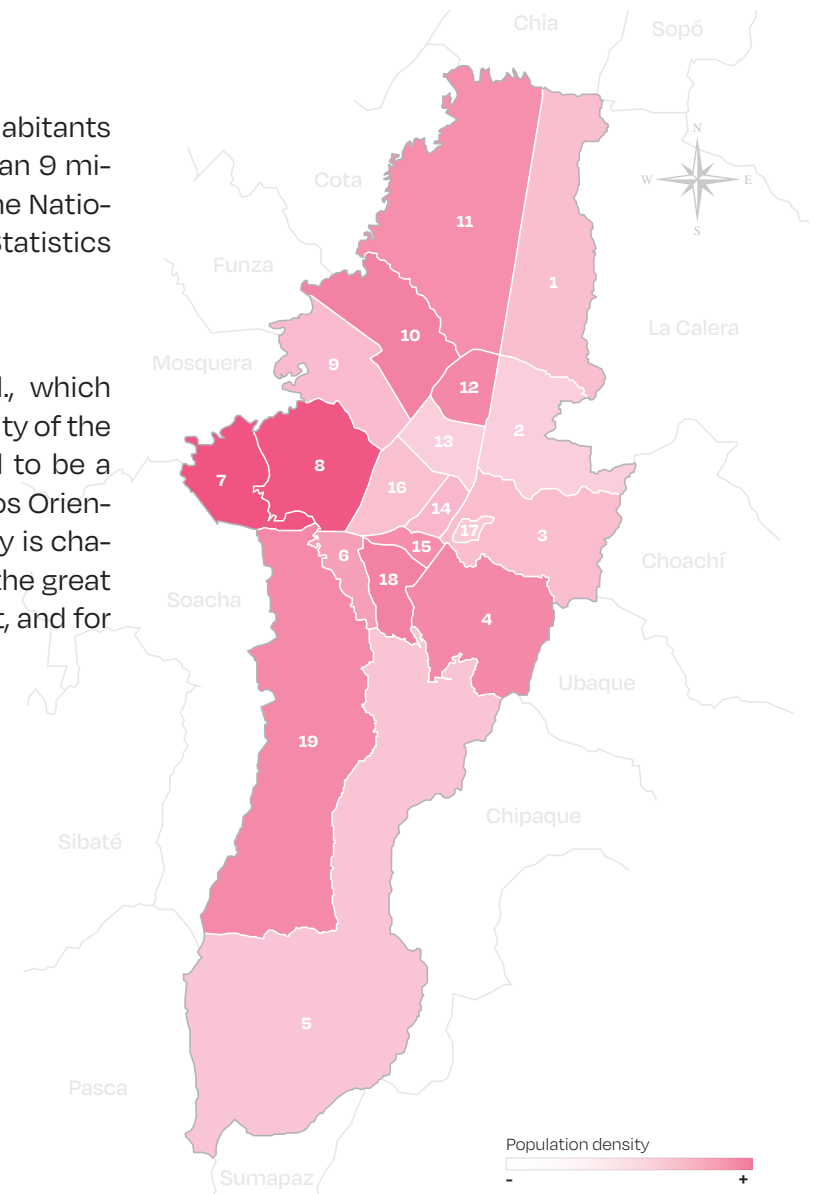
Bogotá is divided into 20 localities, 19 compose the urban area, and one (Sumapaz) the rural area of the city. Each one has a Local Administrative Board (JAL) who is in charge of the control and administration of the locality.

Population

Currently, Bogotá has 7'181.469 inhabitants and it is expected to reach more than 9 million people by 2050 according to the National Administrative Department of Statistics (DANE) projections.

Geography

Bogotá is located at 2.630 m.a.s.l., which makes it the fourth highest capital city of the world, and its placed on what used to be a lake right on the slopes of "Los Cerros Orientales" (a large group of hills). The city is characterized by the fertility of its soil, the great variety of rivers that cross through it, and for having significant seismic activity.



* Population projections by localities for Bogotá 2016-2020 (Secretaría Distrital Planeación Bogotá, 2014).

* Knowing the localities of Bogotá (Secretaría de Planeación, 2009).

1. Usaquén

In the past, this territory had large estates. Nowadays, some of those edifications remain as shopping malls, restaurants, and households.

2. Chapinero

One of the most traditional localities of the city and a representative place of the music culture of Bogotá.

3. Santa Fe

This is one of the most traditional localities. Since the colony has been a very important spot for commerce and now it also holds some of the most important governmental buildings.

4. San Cristóbal

This locality is divided into an urban part and a rural part that arrives at Los Cerros Orientales in the east part of the city.

5. Usme

The locality is separated from the urban area of the city and holds various neighborhoods with rural areas.

6. Tunjuelito

In this locality, we can find interesting points of interest such as the park El Tunal and the library Gabriel García Márquez.

7. Bosa

Here we can find important cultural places, parks, and a special social organization made in honor of the Muisca people.

8. Kennedy

This locality was born as a household project made in collaboration with the USA government and takes the Kennedy name in 1967 in honor of the deceased president of the USA.

9. Fontibón

This locality has very important rivers and wetlands which makes it very important for the biodiversity of the city.

10. Engativá

This locality holds some industries and one of the most important highways of the city.

11. Suba

This is one of the most populated localities and is characterized by having green areas, residential areas, industrial areas, and commerce areas.

12. Barrios Unidos

This area of the locality is entirely urban and is characterized by its industries and commerce.

13. Teusaquillo

This is also an entirely urban locality in which can be found one of the most important parks of the city and the biggest public university in the country.

14. Los Mártires

Its name is in honor of the people who died fighting for the independence of the country. Nowadays one of its more representative elements is the Creative District of the Bronx.

15. Antonio Nariño

This locality holds important industrial neighborhoods with a lot of factories and shoe businesses.

16. Puente Aranda

Besides its residential area we can find important industrial activities regarding the production of textiles, plastics, food, and metals.

17. Candelaria

This locality holds the historic center of the city and is one of the most important places for tourism, education, culture, and commerce of the city.

18. Rafael Uribe Uribe

This mostly residential locality takes its name in honor of a general that fought on La Guerra de los Mil Días.

19. Ciudad Bolívar

This is one of the largest localities of the city and its characterized by its mountainous geography.

Analysis

Colombia's natural diversity has much to offer to its inhabitants and foreign visitors. It could be stated that it is one of the main strengths of the country and possibly one of the key aspects to sustainably exploit and preserve. Its location and nearness to two oceans allow it to access many international trade routes. The variety of its weathers favors the cultivation of a wide range of fruits and vegetables, which are precious goods for exportation. The number and size of its rivers provide an all-year-long supply of freshwater, useful for consumption and farming processes. Its large jungles and forests are essential mechanisms to reduce pollution and produce oxygen. Its mountains, jungles, deserts, and islands are great scenarios for scientific investigations and tourism. And its unexplored terrains are impressive natural sanctuaries for the conservation of all kinds of flora and fauna species.

Such diversity can be also seen in its capital city. Bogotá, a city with a population of over 7 million people, is mostly inhabited by people that come from all over the national territory looking for better job opportunities, to study in the best universities, or to escape from violent environments in the countryside, and in a lesser extent by tourists and international businessmen. All of this, making it an ideal place for cul-

tural exchange and an epicenter for many economic and commercial activities. Nevertheless, it is important to keep in mind that this urban territory is strongly influenced by palpable socioeconomic differences, a not so beneficial kind of diversity, that generates fragmented social classes that affect the equitable distribution of the territory and the equitable access to services, resources, and opportunities.

In a sense, Colombia should work to preserve its cultural and natural diversity in order to prosper in a world that every day is becoming more polluted and culturally homogeneous, but at the same time should fight to generate an equitable system where all Colombians could benefit from the exploitation of such diversities.

Natural diversity as a resource

The natural diversity of the country can be sustainably used as a resource to attract tourism, international scientific endeavors, and to boost and improve the image of the country. As natural resources continue to scarce worldwide this resource will become even more valuable over time, reason why it should be protected as an essential asset that is able to keep the balance of the current and future economy and environment.

Heal socioeconomic fractures

Is necessary to make an effort to heal social fractures caused by economic inequity. Integration between localities should be achieved in order to overthrow invisible economic barriers that separate communities of the same territory.

Spontaneous identities of the localities

It's important to comprehend the natural identities of the different areas of the city. By doing so, it is easier to understand the strengths and weaknesses of the territory that can be effectively addressed by the entrepreneurship activity.

Colombia population

Colombia's population is projected to grow until 2060, at which point its stabilization is projected. The number of large families will continue to decline, and the number of families with one or zero children will increase. On the other hand, it is also evident how the most populated departments are the same with higher education levels and how the less populated, located in the southeastern part of the country, have the lowest levels of education.

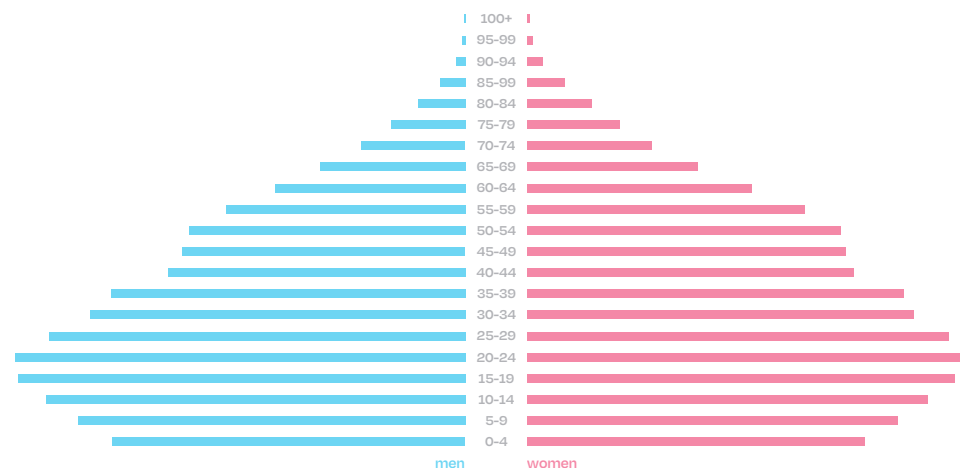
Total population

50'372.424

Population by gender

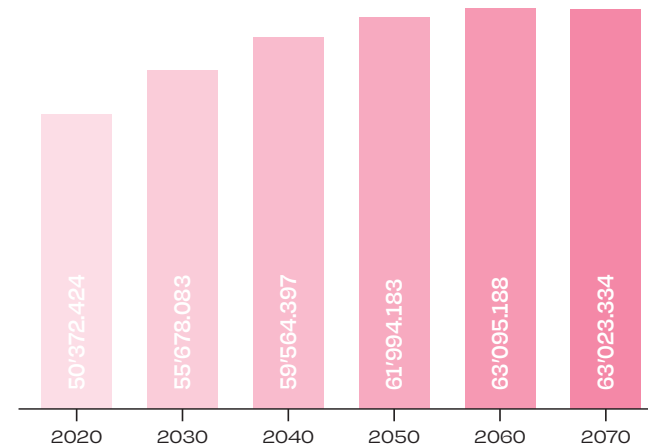


Population by gender and age



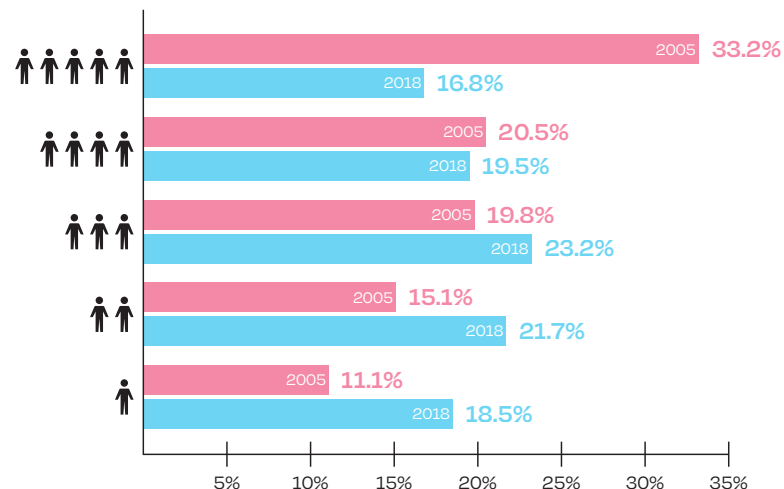
* Distribution of the population by sex and age groups (DANE, 2018).

Population projections



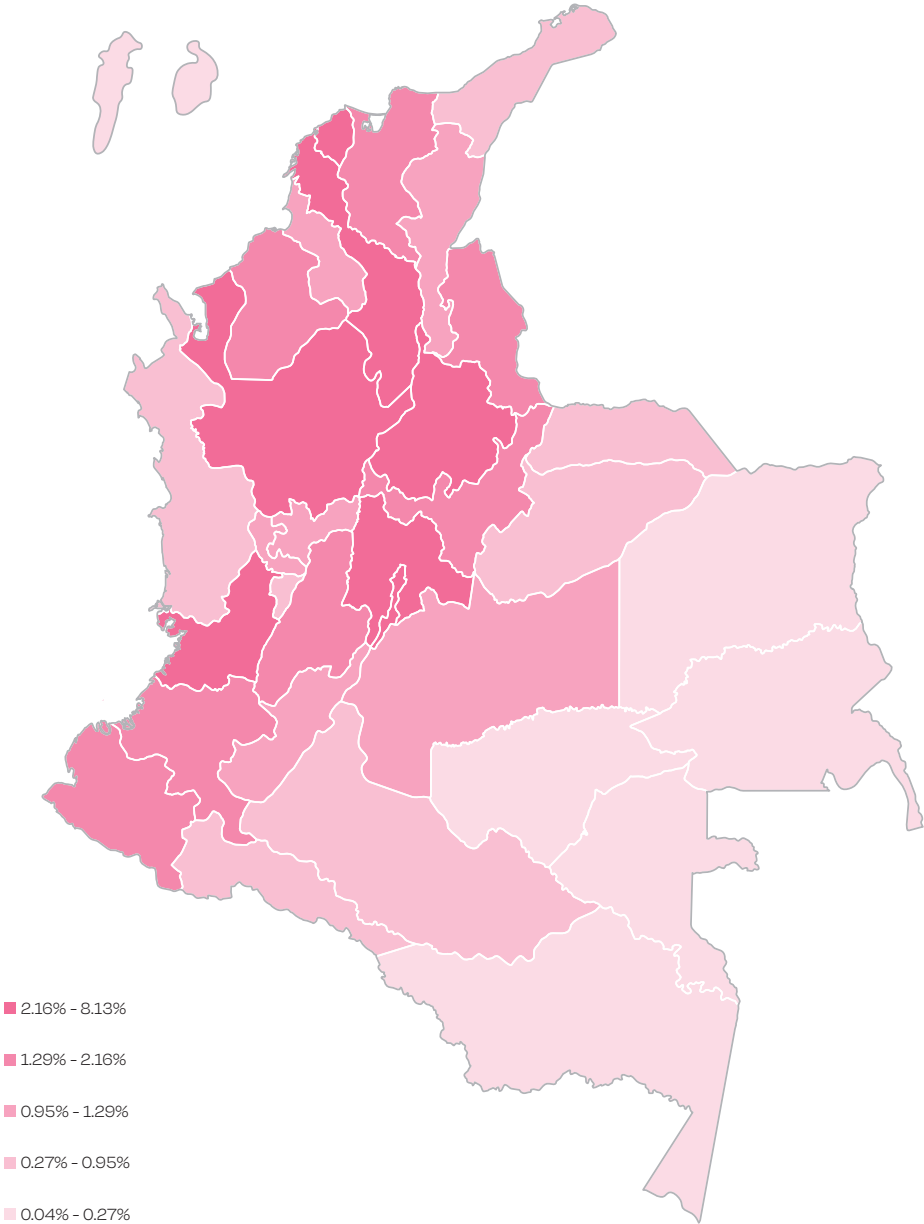
* National population projections (DANE, 2020).

Family composition



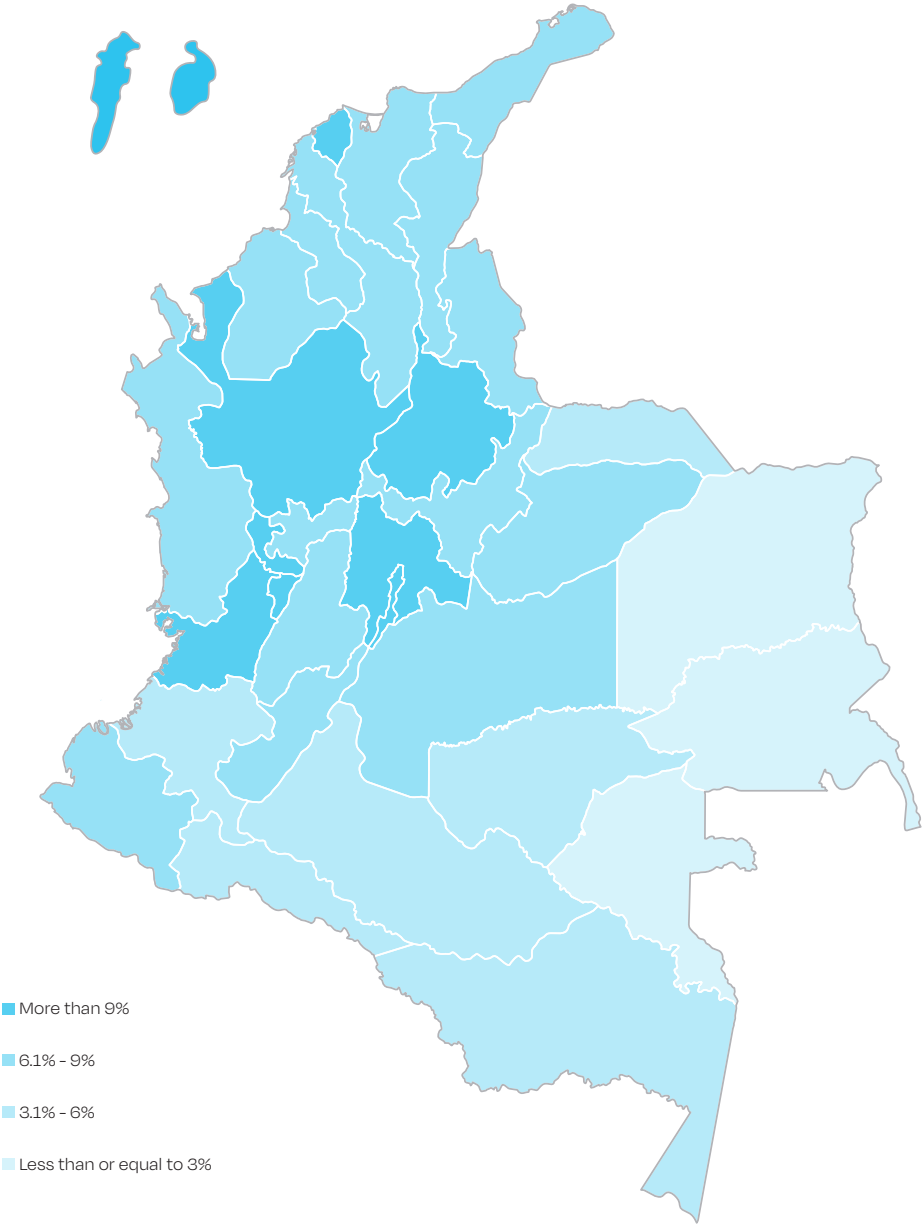
* National Population and Housing Census 2018 (DANE, 2018).

Population by departments



* Thematic maps (DANE, 2019).

Population with university degree



*Thematic maps (DANE, 2019).

Bogotá population

Bogotá, the capital city of Colombia, is the largest city in the country and the most populated one. As can be seen on the charts, its population will continue to grow over the years, the number of larger families will shrink, and the number of families without children will increase. It is also clear that nowadays poverty is most common in the south part of the city and that the population density varies a lot from one locality to another.

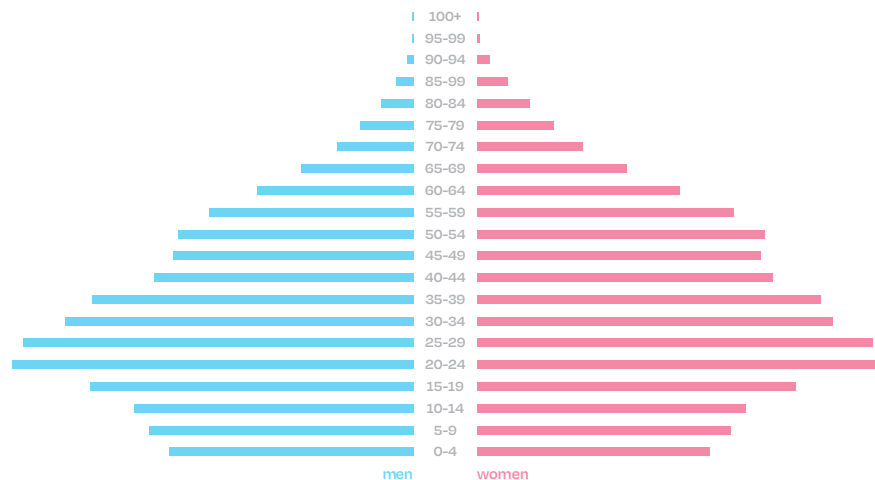
Total population

7'743.955

Population by gender

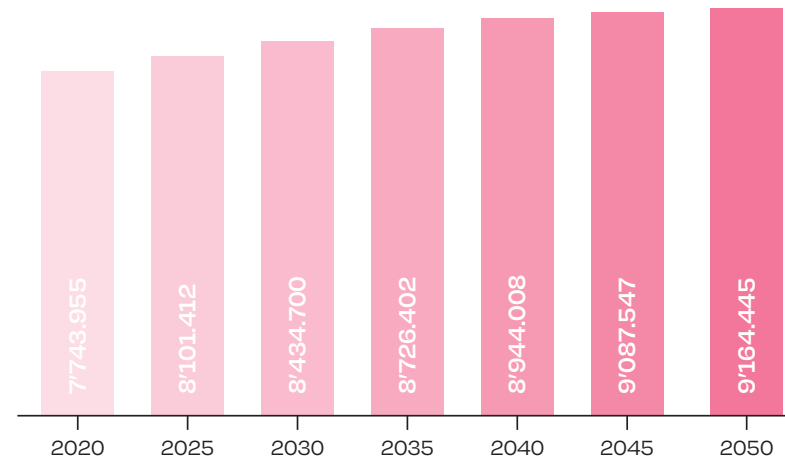


Population by gender and age



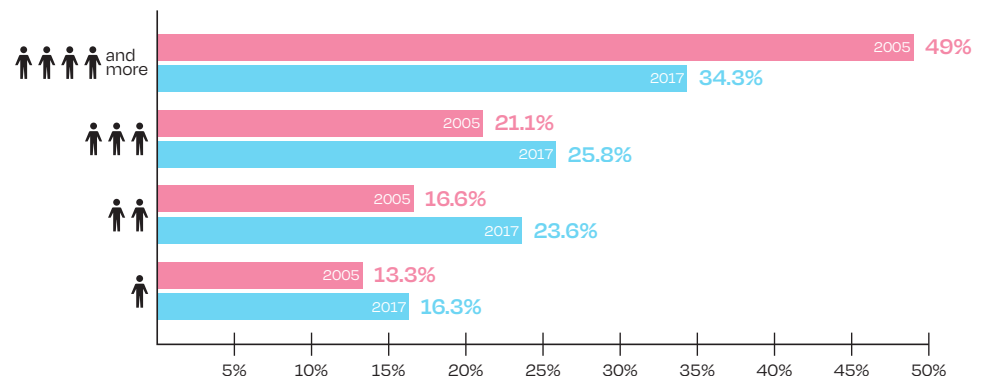
* Distribution of the population by sex and age groups (DANE, 2018).

Population projections



*Departamental population projections by area (DANE, 2020).

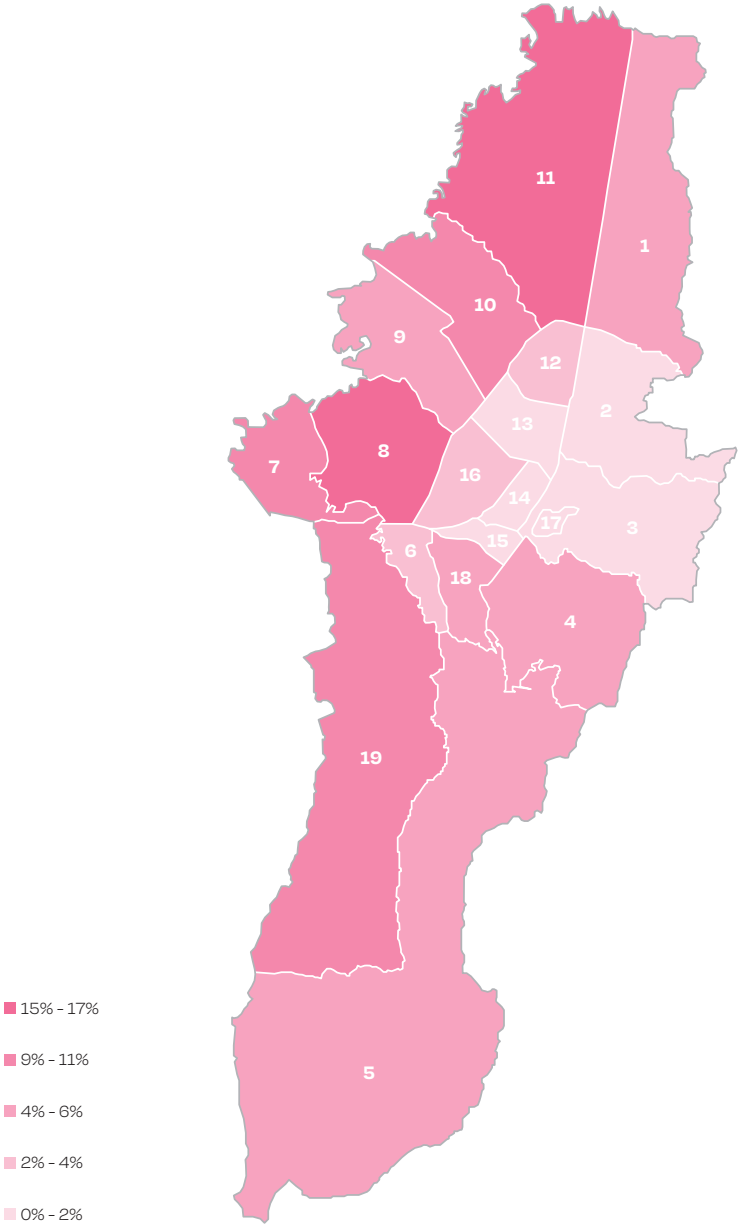
Family composition



* General census bulletin (DANE, 2005).

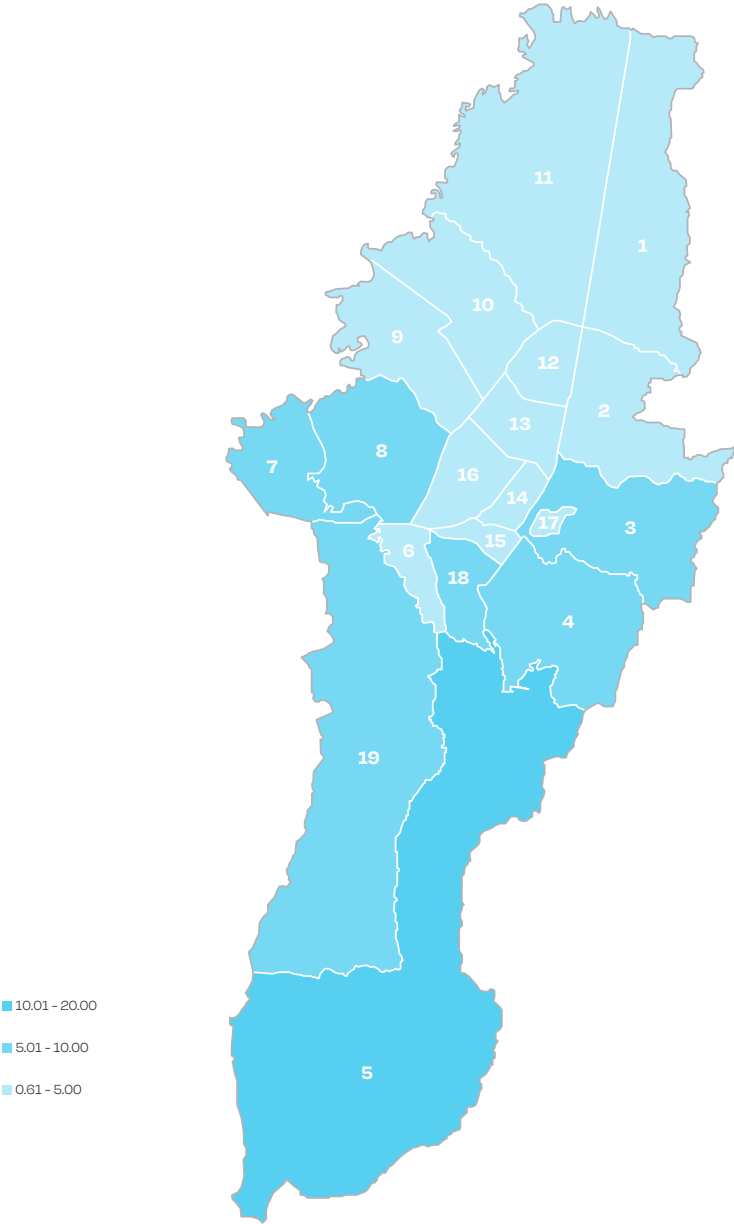
* Multipurpose survey (DANE, 2017).

Population by localities



* Population projections for Bogotá 2016 -2020 (Alcaldía mayor de Bogotá, 2014).

Multidimensional poverty index



* Bogotá economic atlas (Alcaldía mayor de Bogotá, 2018).

Analysis

Colombia's and Bogotá's population has already faced important changes in the last couple of years and will continue to deal with major transformations over the next decades. As population growth stabilizes and family size shrinks, many social dynamics will change. Until population growth reaches its peak, cities will continue to expand and the price of the land will continue to increase, provoking a rise in the cost of living and making it more difficult to support larger families. As families have fewer kids, the population pyramid will revert, the working class will become smaller and the number of elderly people will be larger, generating significant economic pressures on both demographic groups. But eventually, due to the reduction of the population, it could be expected that at some point in time there will be more job and education opportunities, less traffic, and more wealth distributed among the population as the infrastructure originally designed to support larger amounts of people will now have less demand.

Concerning the population, education, and money distribution in the territory, we can see that it is not equally distributed among the different areas. In the case of the whole country, the departments with the main cities are the ones with larger populations and with higher education rates, leaving many large regions with inha-

bitants that have fewer opportunities to access quality education. In the case of Bogotá, it is clear how some localities are more crowded than others and how the territory is divided into two halves, the southern one with noticeable higher poverty indexes than the one on the north.

Anticipate the elderly boom

Soon, there will be a large population of elderly people that will need a specialized infrastructure to fulfill their needs. New businesses, products, and services will be necessary to take care of this vulnerable section of the population.

Sustainable expansion

It's necessary to confront the population growth of the next decades with a sustainable approach. Natural resources, a fundamental factor for the country, cannot be compromised in the effort to meet the increasing demand for goods and services. Sharing and digital strategies will be essential to stand up to future needs without demanding more resources.

Territorial equity

The different areas of the country and cities should have more equivalent levels of income and access to quality education. If done so, many problems resultant of a concentrated demand and overcrowding could be mitigated. Land could have more accessible prices, less money and fuel would be needed to be invested in transportation, and it would be fewer social frictions caused by territorial fragmentation.

Economic aspects of the territory

In the last five years, the national currency, the Colombian peso, has significantly devalued compared to the US dollar (it has lost almost 50% of its value since 2015). In addition to that, it is evident how Colombia's GDP per capita is lower than the world average and significantly lower than that of some European countries, which allows us to compare the level of well-being of the average population between countries. However, even if unemployment rates have progressively declined over the last two decades, with the exception of 2020 which has reported a high peak likely due to the COVID-19 pandemic, it is clear that women struggle more at getting a job than men, which is a negative aspect of the country's labor culture to take into consideration.

Colombian Peso

4.506 COP = 1 EURO

Price of the Colombian Peso



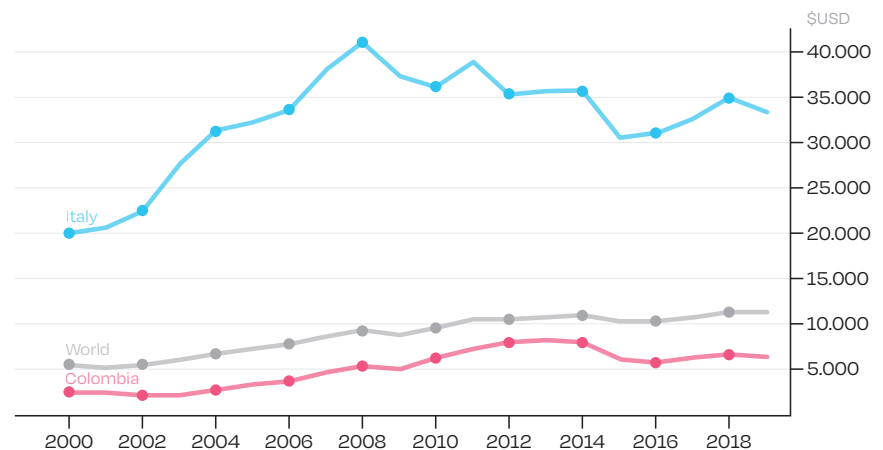
* Colombian Peso (Trading Economics, 2020).

On the other hand, we can see that the most important economic activities for the country are commerce, hotels, and repairs (17.6% of GDP), public administration and defense (14.9% of GDP), and manufacturing industries (11.1% of GDP); while the most important economic activities for Bogotá are commerce, hotels, and repairs (20.1% of GDP), public administration and defense (15.5% of GDP), and real estate activities (13.5% of GDP).

Legal minimum wage (s.m.l.v.)

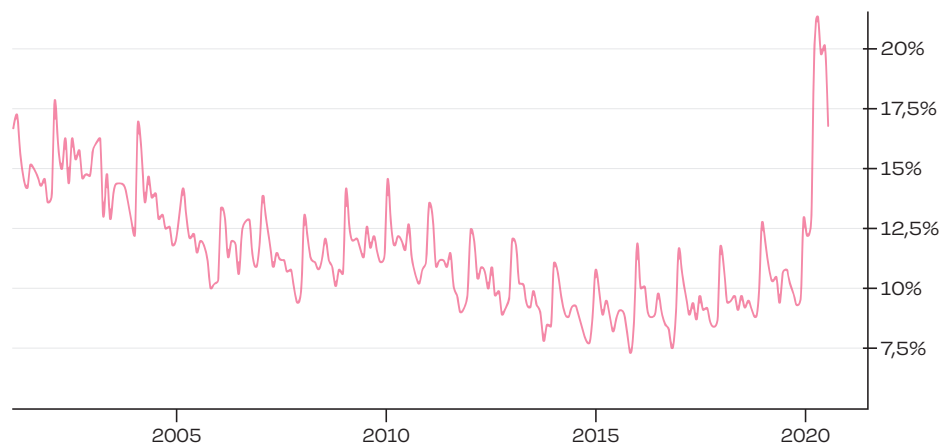
877.803 COP = 195 EURO

GDP per capita



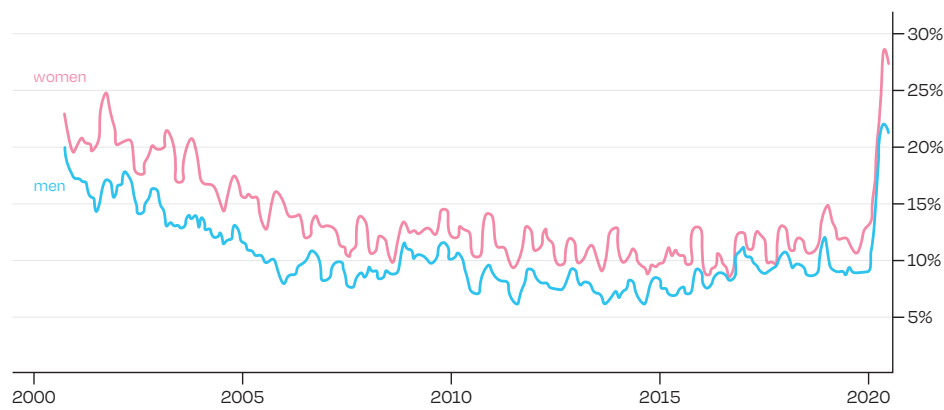
*GDP per capita (current US \$) - Italy, Colombia, World (Banco Mundial, 2020).

Unemployment rate Colombia



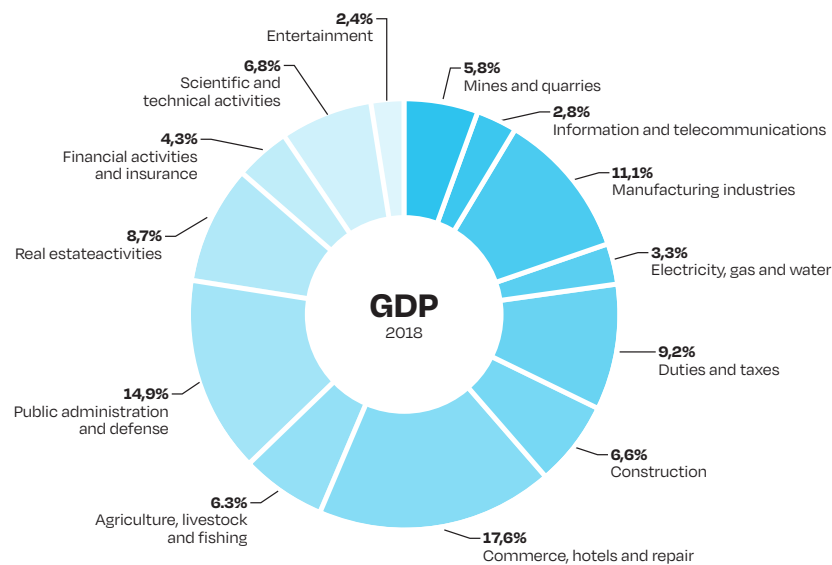
* The global rate of participation, occupation, and unemployment (DANE, 2020).

Unemployment rate Bogotá



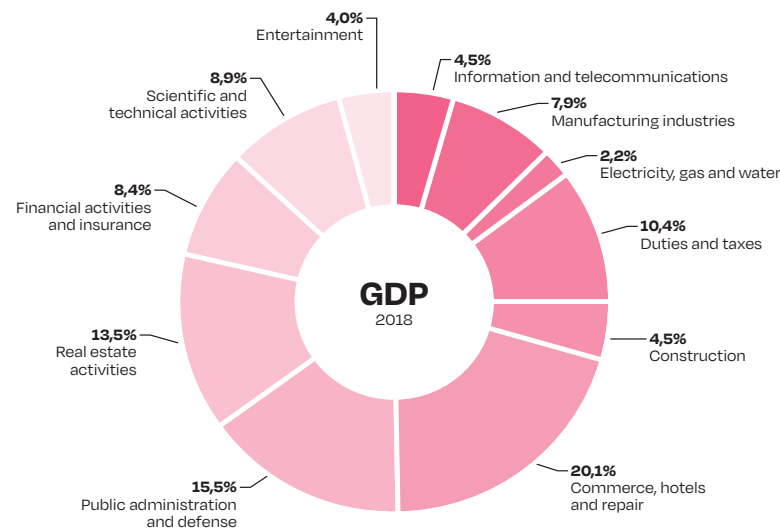
* The global rate of participation, occupation, and unemployment (DANE, 2020).

Main economic activities Colombia



* Departmental economic profiles (Mincomercio, 2020).

Main economic activities Bogotá



* Departmental economic profiles (Mincomercio, 2020).

Analysis

Nowadays, the value of the Colombia Peso in comparison to the dollar and euro in addition to the low GDP per capita creates an unfavorable situation for the country in the international market. Travel abroad is usually too expensive for the majority of the population, limiting new cultural experiences and cultural exchange, and purchasing some foreign products is also too expensive for many, restricting access to new technologies. However, it could be beneficial for incoming tourism, entrepreneurship, and exportation of local products as they can reach much higher prices in markets with higher purchasing power.

Regarding the job market, the current pandemic has strongly impacted job availability, producing great implications in poverty and bankruptcy rates throughout the nation. This, in addition to the noticeable gender inequality at the moment to access employment opportunities, has caused an important economic downturn in the majority of sectors that has provoked an increase in crime rates and entrepreneurship ventures.

Combat employment inequality

It is important to integrate all sectors of society. Everyone has something to offer, regardless of their gender, race, physic, or sexual orientation. Having a diverse group of team members can be helpful to analyze alternatives and approach problems from different perspectives.

Keep it local

By working at a local scale, many of the local needs can be addressed accurately, national employment rates can rise, transportation expenses can be reduced, and local innovation can be encouraged.

Migrate to intellectual production

Products and services based on intellectual, cultural, and digital production are a great way to address environmental conservation as they do not mainly depend on the extraction of natural resources to generate wealth.

Colombian soul

This section of the research attempts to find out and describe some of the typical mood, temperamental, and behavioral traits of Colombian people to better understand how and why the population is how it is: how it thinks, interacts, and lives. Nevertheless, as the author Díaz Camacho says in his text *"Colombian Soul. Idiosyncrasies and Cultural Identities in Colombia"*, the main text of reference for this part of the research, the idea is to identify some attributes of the cultural identity, not to make a deep analysis of the Colombian psyche or to make an anthropological stereotype of the community.

We can say that the soul of the Colombians resembles the complex morphology of its geography, to the variety of its climates, to the diversity of genres and musical rhythms cultivated in the different regions, as well to its exciting historical and social vicissitudes: to its landscape, composed of majestic mountain ranges and mighty rivers, immense valleys, indecipherable precipices and inhospitable jungles, as very complex and diverse, it has been shaped the Colombian soul, according to its racial origin, the processes of miscegenation and migration, its habitat, its socio-cultural context and its external influences. (Camacho, 2012, p.121)

Catholic influence

Since the times of the discovery of America, Colombia and its people have had a strong religious influence from Catholicism. This religious influence, that remains present in the majority of the territory, has deeply shaped most of the moral principles, believes, customs, and individual and collective behaviors of the local people.

Emotional temperament

As expressed by Diaz Camacho, the temperament and behavior of Colombian people is strongly influenced by emotions. In this cultural context emotion often exceeds rationality, and that is why personality traits such as caprice, fearlessness, and cunning are usually found in the inhabitants of the territory.

Ethnic diversity

Colombia's culture is the result of a mix of many different foreign cultures that had a strong influence across the country's history and that shaped its current diversity. Since the end of the XV century (date of the discovery of America) Spanish, indigenous and African cultures have blended and produced different cultural configurations that nowadays characterize each one of the different regions of the country.

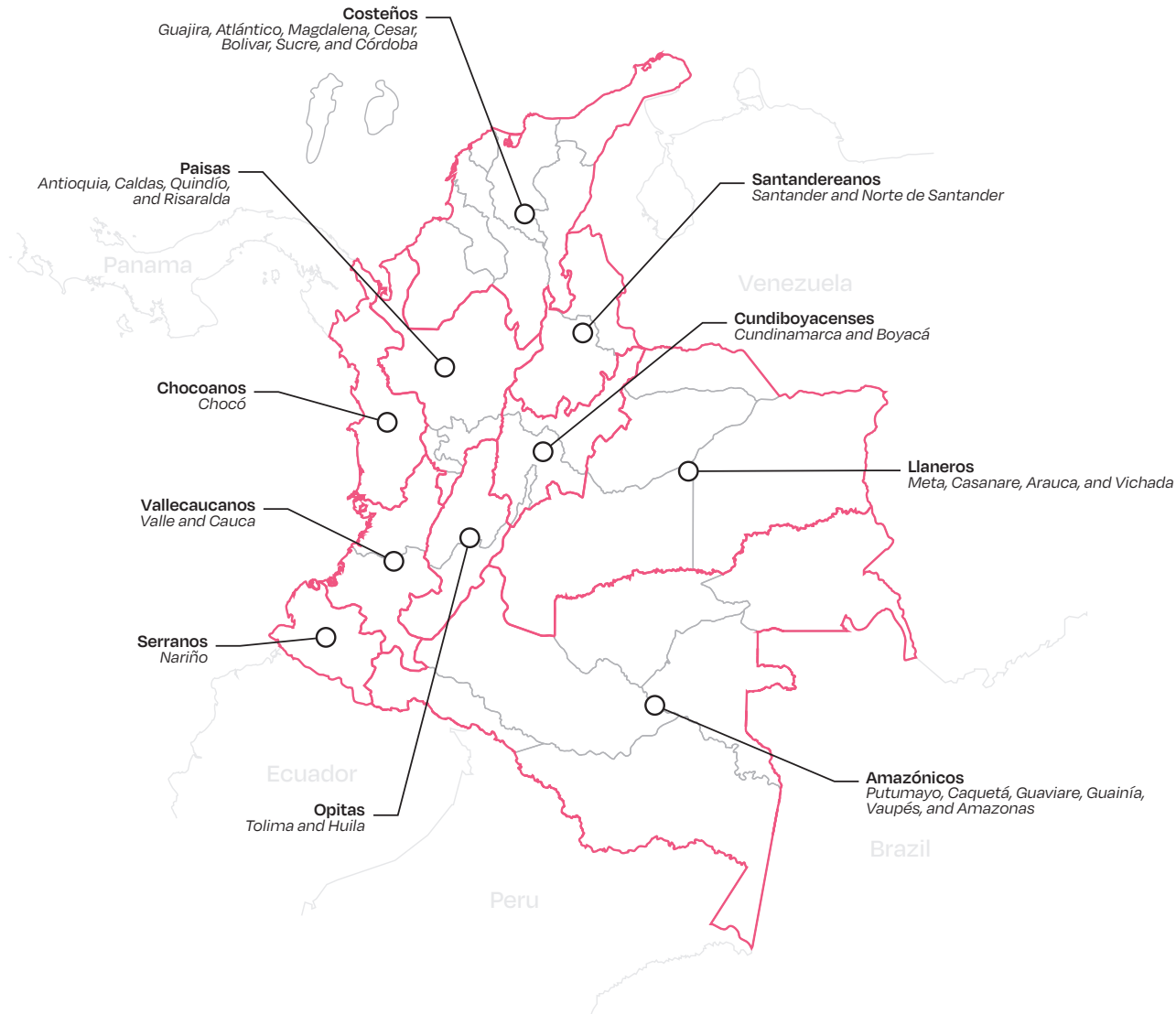
Multiple geographical influences

As happens all around the world, the geography of a territory influences the way of living and interacting with its people. People from territories with cold weather do not behave the same way as people from warmer regions, communities that have easy access to natural resources do not evolve in the same way as those who hasn't, and so on.

As we have seen before, the large geographical diversity of Colombia has produced a large cultural diversity between communities, each one with different ways of living and behaving. To better explain this socio-geographic phenomenon, the author above mentioned together with the author Naranjo Villegas divided the different communities of the national territory into two large groups: those with an "Andean style" and those with a "Caribbean style". The people from the first group tend to be more introverted, less passionate, and more libertarian and fanatic, while those from the second group tend to be more extroverted, energetic, innovative, social, and open. As said by the authors, the characteristics of both groups are barely general perceptions that vary from one region to another and that are constantly changing as a result of processes of mobility and social integration.



Cultural identities by cultural regions





Costeños

The people from these territories have strong influences from the indigenous cultures that originally inhabited the territory (some of these cultures still keep some of their communities and ancestral traditions), from African cultures that arrived during the enslavement times, from the Spanish culture, and from some cultures from the middle east. Even if this region gathers several communities that have many differences from each other, they also share many temperamental and behavioral traits. The people from these departments tend to be extroverted, very social, affable, hedonistic, expressive about their emotions and thoughts, and open to elements that come from foreign cultures (this because along their history, and also due to their geographic position, they have been in direct contact with whatever comes by sea from foreign nations).



Paisas

The people from these departments are mostly known for having a particular accent, easily distinguishable from the other accents of the national territory, and for their ability at making businesses. Their temperament is active, ambitious, strong, dynamic, adventurous, and very proud of its community and region (a characteristic that has allowed them to preserve their traditions, but that at the same time can generate the exclusion of people from different regions).



Chocoanos

Definitely the strongest cultural and racial influence in this territory comes from the African cultures that arrived as a result of the processes of enslavement, followed by the native indigenous tribes that originally inhabited the territory and the Spanish culture. The people from this region tend to be very proud of their traditions and culture, to help the other members of the community, to be extroverted, social, generous, resourceful, cheerful despite the difficulties, and sometimes negative, pessimistic, with a lack of initiative, and not very persistent.



Santandereanos

The people from these territories are mostly descendants of the Spaniards, with little miscegenation with the native indigenous people, and with very little influences from the African cultures. The temperament of the people from these regions tends to be independent, haughty, individualistic, hardworking, strong-willed, irritable, passionate, generous, and welcoming.



Cundiboyacenses

The people from both departments, inhabitants of the Andean plains, share similar origins and behaviors. Both have strong racial and cultural influences that come from the mix between the Spanish culture and the native indigenous people, the Chibchas. The people from these regions tend to be melancholic and taciturn, to be reserved and sometimes distrustful and stubborn, to be affable and gentle, to speak with soft intonation, to express themselves with irony, to be critic with the foreign, to have conservative interests, to hide their emotional expressions, like laugh and cry, and to quietly nurture their passions.



Opitas

The population from this departments has a strong influence from the Spanish culture and from some indigenous cultures from the region such as the Tamas, Paeces, Andaquíes, Pijaos, and Pantágoras. They are characterized by their welcoming, honest, simple, happy, cordial, frank, loyal, sometimes naive, haughty, and combative temperament.



Vallecaucanos

These have been very important territories since the times of the Spanish conquest, and for many years has been a region of great cultural, religious, social, and political importance. Also, these territories have many cultural influences due to the miscegenation of different races, and therefore can be found communities with predominant African influences and others with influences that come from the mix between the Spanish and indigenous cultures. As a consequence of its wide ethnical and cultural diversity, it's difficult to identify a unique or particular way of being of the people of this region.



Serranos

The people from this territory have some cultural influence brought from the Spaniards and a strong influence from the indigenous culture of the region, the Quillacingas. Their temperament is humble, hardworking, welcoming, kind, restful, delicate, brave, respectful, with conservative interests, and with strong religious traditions.



Llaneros

The culture of the region is the result of the mix between the Spanish culture and the different cultures from the numerous indigenous tribes that inhabited these lands. The people from this region tend to be very devoted and proud of their land and nature (mainly due to the mindsets inherited from the indigenous cultures and also for the main economic activity of the region: the livestock and agriculture), their temperament tends to be frank, active, hardworking, cheerful, creative, superstitious and believer (probably consequence of the influence of the myths and legends that come from the native cultures and from the Catholicism brought by the Spaniards).



Amazónicos

Due to the sylvan characteristics of the territory there has been little access and influence from foreign cultures, which has allowed the different native indigenous communities to preserve most of their customs, languages, and traditions. There are different indigenous communities in this territory, and therefore different temperaments, ways of being and behaving. Nevertheless, these communities share some aspects that are important to keep in mind. Regardless of the community in which they take part, these people tend to be in constant contact with nature and to have a strong connection with it, to have a very mythical and spiritual lifestyle, and to live in small societies.

Colombia seen from abroad

As part of the holistic analysis of the territory, it has been made a research on what does the people from outside the country thinks or knows about Colombia. This is a relevant aspect of the territory to keep in mind due to the influence that the image of a country has on its industry, population, international commerce, and tourism.

With the main objective of identifying what is the image that the country projects to the world, which are its key points to reinforce and which are its negative aspects to work on, where analyzed two texts as main bibliographic references for this part of the research: *"Colombia's country image from an American perspective"* (Echeverri, L; Estay-Nicuclar, C; Parra, J. 2014) and *"Colombia's country image from the foreign perspective"* (Echeverri, L; Horst, E; Parra, J. 2015). From both studies, 4 main aspects were identified that describe the main features of the country's image.

Violent environment

Sadly, the image of Colombia has been damaged by some of the different violent conflicts that have occurred in the country. The constant fight of the government against drug trafficking and various illegal military groups have reached on numerous occasions international headlines

negatively influencing the image of the country in the eyes of those who don't know or haven't heard about its many other positive aspects. Additionally, the violent past of the country has become a great economic hook for films, tv series, etc. which continues to spread this negative image side of the nation to the world. Next to the idea of a violent environment appear concepts such as poverty, crime, drugs, and terrorism which reinforce an unsafe image of the country.

Natural diversity

From a more positive perspective, Colombia is usually recognized for its natural richness. Its beautiful natural landscapes, tall mountains, extensive jungles, immense rivers, good weather, wide variety of fruits and vegetables, and its overall varied flora and fauna are some of the tops of mind characteristics of the country for those who live abroad.

Joyful and passionate people

Abroad there is a strong mental image about the temperament and way of being of the Colombian people. When asked, many of the people interviewed by the research team of the Santo Tomás University (paper that was previously mentioned) identified the joy, passion,

and welcoming way of being of the Colombian people as one of the most positive aspects of the country.

Coffee

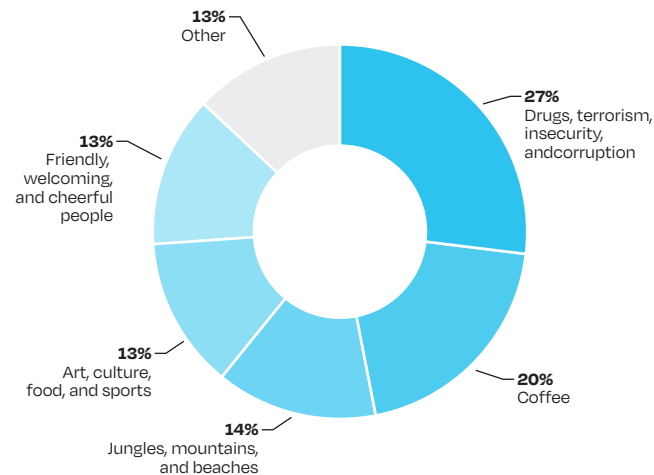
For many years the Colombian coffee has been internationally recognized for its high quality and unique flavor, making it a distinguishable aspect of the country. This specific aspect has reached many nations and many people due to the massive consumption of coffee all around the world.

A positive perceived image is important for Colombia. If the image is positive, visitors expose everything they experience in a positive way, but if the perceived image is negative, this can not only affect the image of the country but also its companies, its population and its products. (Echeverri; Estay-Nicuclar; Parra, 2014, p.241).

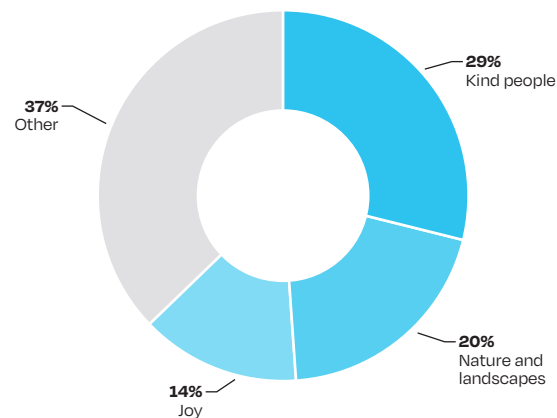
As a result of the 1.544 interviews made to people from the eight countries with the largest number of visitors to Colombia, the research team who wrote *"Colombia's country image from the foreign perspective"* identified the most important aspects that define Colombia's image on the international panorama.

According to the findings, the perception of the Colombian country image has repercussions on tourism, exports and foreign investment; In this perspective, a positive international image becomes an essential element to improve Colombia's reputation in international markets. (Echeverri; Estay-Nicuclar; Parra, 2014, p.242).

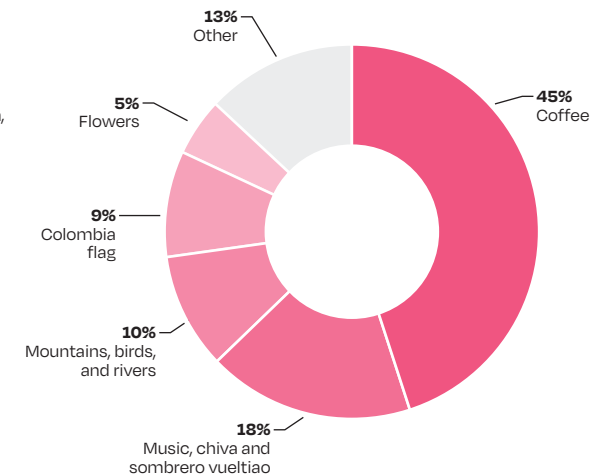
When asked, what is the first thing you think of when you hear the word "Colombia"? the interviewees answered:



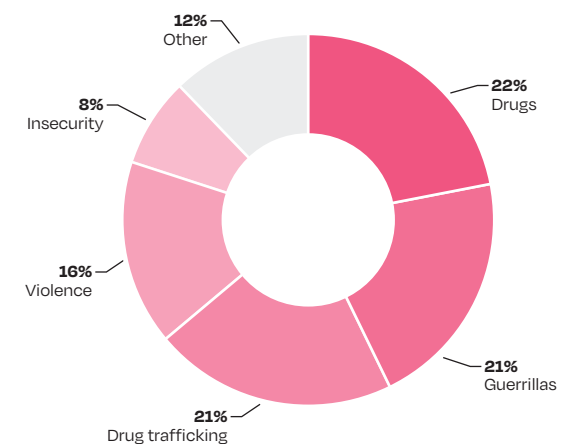
When asked to describe with a single word something positive about Colombia the interviewees answered:



When asked to identify what symbol represents Colombia the interviewees answered:



When asked to describe with a single word something negative about Colombia the interviewees answered:



Analysis

Colombia has a very strong and diverse cultural identity resultant from the influence of historical racial miscegenation, the influence of varied natural environments, and from its contemporary history. As part of this identity, it is also important to distinguish its contradictory dualism. It is perceived as a joyful and welcoming place with great natural capital, but at the same time as a country with major violence, security, and drug issues.

It's the responsibility of the Colombian people to try to overcome the negative cultural aspects of the country and to enhance its positive ones. In fact, the cultural identity of the country is a powerful intangible asset that must be protected at all costs. It's crucial to generate initiatives for the cultural preservation of the different minorities such as the indigenous groups and afro-Colombian communities. Some strategies must be implemented to mitigate the negative impact that war and narcotraffic have on the foreign public in order to weaken harmful stereotypes and improve international relationships. And public and private economic actions must take place in the different regions to enhance cultural activities and to impart cultural values to new generations.

Contemporary cultural identity

Different elements of the cultural identity of the country can be used in contemporary life. Businesses, products, and services could use them as distinctive aspects to stand out from foreign competitors contributing to keeping alive some of that ancestral cultural heritage in everyday life.

National image transformation

Working to improve the image of the country can have many cultural and economic outcomes regarding tourism, international commerce, and to have better relationships with foreign cultures. To do so, government, businesses, and all the different sectors must work to stand out the positive aspects of the country and to diminish the negative ones.

Cultural preservation

Colombia's culture, traditions, gastronomy, ways of being, etc. are some of the most important aspects that make this territory special and different from others. It is crucial to protect and preserve the identity of the country and its people so the territory doesn't become an anonymous place at mercy of capitalism trends, especially now that globalization is everywhere.

Current government goals

Colombia's government is currently lead by Ivan Duque from 2018 up until 2022. He is a lawyer who majored in economical law and public politics management. Over the years, his involvement in the Colombian government as a senator from 2014 until 2018, has given him the experience to build a political career. As part of the Democratic Center party, **he stands by democratic security, investment trust, social cohesion, state austerity, and popular dialogue. All of this acknowledged in his government plan, towards the main goal of equity.**

As Duque remarks: "When there is no equity, the biggest evils of the nation arise; when there is no equity, the gaps spread and the most vulnerable people remain excluded" (Carrion, 2018, p.3). Thus, Colombia must be motivated to work as an alliance with the government, be resilient, and overcome adversity by transforming difficulties into opportunities.

Fulfilling this goal would enhance the poverty mitigation in regions with the highest vulnerability, such as La Guajira, Catatumbo, and Tumaco. Thrusting job opportunities as well as productivity; sustainable economic growth and modern social politics. (DNP, 2019).

Legality and entrepreneurship based on security and justice are the basis of accomplishment.

The basis of equity. Promoting a pact of decentralization. This seeks to **take advantage of the economic potential of the Colombian regions to improve their competitiveness, connect them, and achieve a greater economic specialization.** (DNP, 2019).

As part of the National Development Plan: "*Pact for Colombia, pact for equity*", the pact that will administrate the economic resources of the country from 2018 until 2020, there is stipulated a total budget of COP \$1.096 billion, from which 46.5% will be invested on the pact for equity, 12.1% on the pact for legality, and 2.5% on the pact for entrepreneurship.

THE 3 MAIN STRUCTURAL PACTS

1. Equity pact

"Equal opportunities for all through a modern social policy aimed at achieving social inclusion and productive inclusion of Colombians, and which focuses on families as the main vehicles for building ties of solidarity and social fabric." (DNP, 2019, p.2).

2. Legality pact

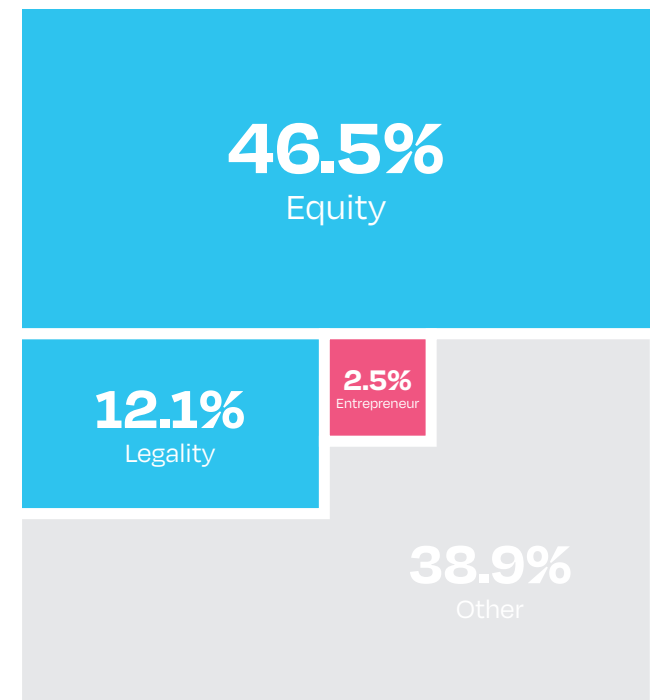
"For the protection of individual freedoms and public property, the rule of law and the guarantee of human rights, the accurate fight against

corruption and the strengthening of the judicial branch." (DNP, 2019, p.2).

3. Entrepreneurship pact

"Provide opportunities to Colombians through the **encouragement of entrepreneurship**, the formalization of work and economic activities, and the strengthening of the business fabric in cities and the countryside." (DNP, 2019, p.2).

NATIONAL DEVELOPMENT PLAN BUDGET





Covid-19 pandemic repercussions

The Covid-19 pandemic has been a worldwide health crisis that has shocked the world by surprise and that has impacted every thread of our society. Many people have died, countries have shut down their borders, economies have struggled, unemployment rates have increased, and the national health services continue to strive to fight this new virus. Quarantines, restrictions on transportation, and new mandatory ways of behaving in society have put economies and governments in a state of instability that has lasted almost a year. The world holds big hopes for the new vaccine developed by some of the major pharmaceutical companies, but even if it seems to be a solution in the near future, the wounds caused by this illness on our society will take time to heal.

In Colombia, by January 2021 more than 1.7 million people have been infected with the virus, from which more than 45 thousand have lost their lives. Numbers that don't show signs of decrease. Nevertheless, "the government have bought vaccines for 29 million Colombians and is working to guarantee the vaccination of at least 35 million" (Minsalud, 2021).

The worldwide pandemic breakout not only **affected the economic growth** but also influenced the poverty burgeoning all around the

country. In early 2020, 13.4 million people were in conditions of poverty adding 5.6 million people to the number as a consequence of Covid's spread. On top of that, **"extreme poverty rates have increased** 3.9 percentage points; which means that around 2 million people have begun to suffer the effects of hunger and malnutrition which can be irreversible" (Nuñez, 2020, p.9).

Despite government aids, "there are still vulnerable populations who have not received any type of subsidy. People that do not belong to any government social program and have lost their jobs, purely depend on commercial activities or work independently" (Nieto, 2020, p.1). "Even though government aid has eased nearly 30% of poverty rates, it is still far from done" (Nuñez, 2020).

"As a measure to restrain Covid's spread, **a strict quarantine was implemented** on March 25 throughout July 15 by means of reducing intensive care capacity in hospitals" (Romo, 2020). People were not able to leave their homes for work or have any social gatherings. **Even though it was an effective measure in terms of holding infection, it brought many economic repercussions.**

The effects can range from a negative impact on the labor market with an increase in unemployment rates, a decrease in the country's economic activity, which affects the country's growth projections, the fall in exports and imports of goods (...) (Nieto, 2020, p.1).

"The unemployment rate reached 13.3% in November of this year, unlike last November that was about 9.3%" (DANE, 2020). "Economic sectors such as services, commerce, and industry have been the most affected by Covid-19" (CCB, 2020). In fact, the workforce reduction tends to rise as economic means are not enough to nourish businesses. "Higher input prices depleted inventories and freight transportation within the country challenges entrepreneurs with the supply of raw materials or merchandise" (CCB, 2020).

"95% of entrepreneurs consider that the Covid-19 crisis is affecting them negatively and micro-businesses have been the most affected, unlike large companies that have been affected by nearly 6%" (CCB, 2020).

"Almost 37% of businesses have temporarily ceased activities; 15% have requested bank loans for capitalization; and 12% have changed business models as means of survival" (CCB, 2020).

Despite the fact of handling teleworking and flexibilization of labor conditions on businesses, these strategies are not enough to supply the expanding demand for employment and poverty. Businesses need economic reactivation by giving priority to tax and financial measures (CCB, 2020).

Additionally, as the risk of contagion increase, poverty expands, unemployment rates esca-

te, and new restrictive measures are imposed to control the spread of the virus, the criminality rates have also increased, the quality of education has declined and the "mental health of the population during pandemic times has deteriorated, which has provoked an increase of the levels of stress, anxiety, and depression in families, and a larger number of cases of domestic violence" (Arango, 2020).

Nevertheless, the pandemic has also brought some positive outcomes. "The cease of most industrial and transportation activities has lowered the levels of greenhouse gases that are released to the atmosphere and has allowed the reappearance of local fauna" (Mejía, 2020), and in some cases "people have had more time to spend with their family, do sport, sleep, explore new hobbies and to think about life and future" (Bernal, 2020).

The generation of employment occupies a fundamental place in the ambitious reactivation strategy that we have called. "New commitment for Colombia". (...) This new commitment has 5 pillars: the first of them is a commitment to job creation; the second, for clean and sustainable growth; the third, to protect the most vulnerable; the fourth, for the reactivation of the field and the implementation of peace legally, and the last is the transversal commitment to the integral strengthening of the health system. (Iván Duque, president of Colombia, El Tiempo, 2020).



Main events of 2020

During 2020, Colombia experienced the biggest challenge that the national health service has ever faced, one of the toughest economic crises in the history of the country, a natural disaster, and numerous violent crimes against humanity. Nevertheless, there were also great advancements in infrastructure, improvements in economic policies, and the strengthening of some productive sectors. Below are shown the main events of the year, some of them were **positive** and others **negative**.

Trade boosted GDP

"The Colombian economy was consolidated as the one with the highest growth in the region, with a variation of 3.3% compared to last year and was the highest achieved locally since 2014."

- La República, February 2020

Dollar reaches the historical price at COP \$4.000

"This new price is the product of the crisis generated by the decrease in oil prices together with the expansion of the covid-19."

- La República, March 2020

The government's measures to tackle the new crisis

"The government has announced a package of 20 measures, of different kinds, which seeks to face the crisis."

- La República, March 2020

Students receive benefits

"The Secretary of Education of Bogotá created a strategic plan to bring not only academic activities but also school meals, to the homes of children and teenagers."

- La República, April 2020

Sales fell by more than 80%

"The most affected sectors were commerce, manufacturing, artistic activities, bars, restaurants, and mines and quarries."

- La República, April 2020

The new tunnel that crossed the Andes

"Finally, it has been finished the largest tunnel of the continent that has been planned since 1903 and that intended to cross the Andes to decrease the traveling time of an average of 45 minutes."

- La República, September 2020

Assassination of Javier Ordóñez

"Excess of power by the police causes the death of a citizen, a fact that generated the mobilization of hundreds of people and riots in Bogotá. This resulted in the death of 9 civilians and the destruction of 71 police stations."

- RCN, September 2020

First investment in vaccines

"The president announced that Colombia signed the global agreement for the project to distribute the vaccine for the Covid-19 (Covax), to guarantee an equitable and effective distribution in the treatment of the pandemic."

- La República, September 2020

Murder of 5 minors

"In Cali, 5 minors between the ages of 14 and 16 were murdered. Different organizations pointed out that it was a genocide against the Afro-Colombian population."

- El Tiempo, August 2020

Growth of the hospital network

"One of the benefits that the pandemic generated in just six months was the strengthening of the hospital network."

- La República, August 2020

Reopening recovered a million jobs

"The termination of mandatory isolation and the termination of some additional quarantines in the country's main cities brought relief to the labor market during September. According to DANE, the unemployment rate during this month was 15.8%, the lowest since March."

- La República, October 2020

Start of construction of Bogotá's metro

"After decades of planning, the start of the construction of the metro in the capital of the country has been formalized."

- RCN, October 2020

The market for CBD products will increase by 800%

"The market for products with CBD (a non-psychoactive substance in cannabis) will increase by 800%. In 2050, it is expected to go from USD \$ 8.6 million to USD \$ 69 million."

- La República, November 2020

Hurricane Iota devastated the islands

"The hurricane impacts the islands of Providencia and Santa Catalina and affects more than 5.600 inhabitants."

- Radio Nacional de Colombia, November 2020

Vaccination in the country

"Four contracts are signed to access the vaccine and the goal is to vaccinate 20 million people a year."

- La República, December 2020

Coffee production decreased by 28%

"Local grain production for April was reduced by 28% compared to the same month of 2019."

- La República, May 2020

The economy lost COP \$5.3 Billion

"During the first quarter of the year, there was a growth of 1.1% of annual GDP and a reduction of 180 basis points compared to 2019."

- La República, May 2020

Unemployment at its highest point in history

"In the fourth month of the year, the national unemployment rate reached 19.3%, which meant an increase of 9.5% compared to April 2019."

- La República, May 2020

Isolation is prolonged

"The most affected sectors it is announced that for 15 more days the mobility restrictions will be maintained."

- La República, June 2020

Online purchases without VAT

"The first day without VAT left opinions divided between those who saw the day as a health risk and those who believe that it met the economic objectives."

- La República, July 2020

Worst economic downturn since 1930

"The GDP in the second quarter of the year fell by 15.7%, a figure that reflected the damage caused by the confinement and paralysis of most sectors between April and May."

- La República, August 2020

Home detention of Alvaro Uribe

"The past few years have been crucial for gathering intel against the political actions during his administration. Now that there is proof, the Supreme Court has ordered home detention for the former president of Colombia."

- RCN, August 2020

Pandemic threatens to erase a decade of social advances in Latin America

"Almost six months after arriving in Latin America, the coronavirus has caused more than 250,000 deaths and deepens poverty and inequality."

- Portafolio, August 2020

Industrialists seek to pulverize milk

"Milk consumption was reduced by 17% generating surpluses. To administer them, it could be pulverized."

- La República, July 2020

The longest quarantine in the region

"After 158 days at home throughout the country, it has become the longest quarantine in the region followed by Ecuador, Argentina, Bolivia, and Paraguay."

- La República, July 2020

"New Commitment for Colombia"

"A plan to reactivate the economy that includes investments for COP \$ 170 billion."

- La República, December 2020

Current Legal Monthly Minimum Wage increases by 3.5%

"For the first time in the history of Colombia, the SMMLV will exceed the sum of COP \$1'000.000 in 2021."

- Portafolio, December 2020

80 massacres and 340 dead

"This year, 340 people have died, mostly at the hands of illegal groups that are behind the control of illicit economies in the regions."

- El Tiempo, 2020

289 homicides of social leaders and human rights defenders

"Social leaders have been assassinated by armed groups such as the Clan del Golfo, ELN, and the FARC dissidents, who see these figures as a threat to control the territory."

- El Tiempo, 2020

243 victims of femicide during the quarantine

"During the quarantine, high numbers of femicide were reported and September was the month with the most cases."

- RCN, 2020

Analysis

2020 has been one of the most difficult years of the country. The Covid-19 pandemic has caused the death of many, it has provoked serious damages in the economy and mental health of the population, unemployment and poverty rates skyrocketed, and criminality increased. On top of that, a hurricane, numerous homicides, massacres, and domestic violence cases added more corps and tension to the equation.

However, 2021 seems to have a brighter future as vaccination continues at a fast pace. It's expected the economic recovery, the increase of available jobs, and the overcome of many of the consequences caused by the virus. There is hope that everything goes back to normality soon, so everybody can regain some stability and peace, and the government can continue with its National Development Plan for equity, legality, and entrepreneurship.

Could globalization be a threat?

Globalization has brought us many possibilities and benefits over the years. But as everything becomes more interconnected and global it also becomes more open and susceptible. The same connections that generate more efficient communication and transportation can also produce the collapse of the whole system if a single component crashes, like the domino effect. That's why it is important to work on a local scale while having a global outlook.

Seek for self-sufficiency

The pandemic has thought us the importance of being self-sufficient. The country should invest more in local development so crises can be fought from the inside instead of waiting for international aid. If the nation is a strong, independent unit it can become more competitive and more resilient to unexpected events. This is another argument why to invest in local entrepreneurship ventures.

Jump into the entrepreneurship stream

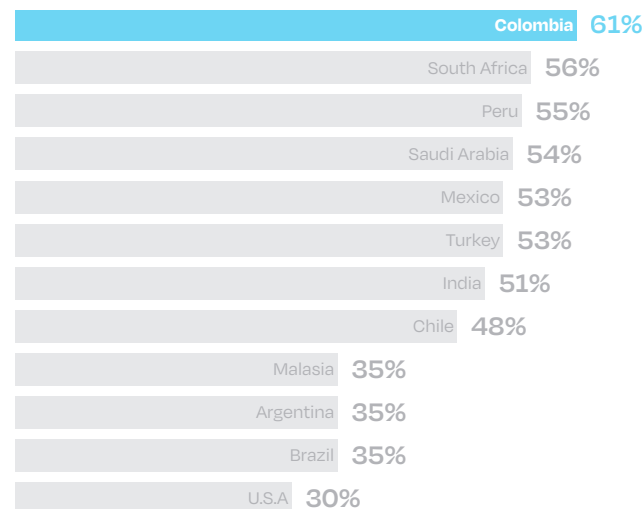
It is a good time to start an entrepreneurship venture as such activities are supported by one of the main pillars of the current government. It can be a great opportunity to recruit great human talent and to counter unemployment, to access public initiatives and resources, and address new needs that haven't been solved and where competition is low.

Current situation

Colombia and its entrepreneurial spirit

Towards the end of 2020, a survey about entrepreneurship during the pandemic was done in the country. According to Ipsos, the multinational in charge of the survey, **Colombia ranked as the country with the biggest entrepreneurial spirit.**

The french company, one of the biggest market research organizations in the U.S., came to this conclusion after surveying 20.504 adults in 28 different countries. In addition, the Latin American country topped the charts with a 61% tendency for young adults towards entrepreneurship.



Additionally, other results showed a significant distance to the runner-up, South Africa. Meanwhile, other South American countries, such as Peru, Argentina, and Brazil, make a remarkable appearance in the top charts as well.

Job market

However, it could just be an apparent triumph with the entrepreneurial spirit recognition. According to DANE, Colombia's official statistics entity, in January 2021 unemployment rates were at 17.3%. Furthermore, it represents a 4.3% increase to the rate from the same month in 2020. Consequently, suggesting that **entrepreneurship would most likely be part of a solution to the unemployment situation.**

2021 and the new entrepreneurial laws

Nevertheless, Colombia's government has also sanctioned a new law regarding entrepreneurship. With this, and starting January 2021, **this regulation favors the creation and consolidation of new enterprises in the country.**

Amongst other benefits, the initiative gives small and medium companies better means to get resources and access financial programs. In addition, it will also favor an ecosystem inside schools and universities to promote entrepreneurship.

The Orange Economy

Equally important, the Orange Economy is another **initiative that vows to support creative and cultural entrepreneurs.** According to UNESCO, it brings together sectors "whose main purpose is the production or reproduction, promotion, dissemination and/or the marketing of goods, services, and activities that have cultural, artistic or patrimonial content".

Accordingly, it is divided into three categories as follows:

- 1). Traditional works for which there is often an artifact (books, newspapers, magazines, libraries, film, television, photography, radio).
- 2). Other works that are based more on experience (visual and performing arts, dance, opera, fashion, design, museums, architecture, gastronomy)
- 3). New works that tend to be digital or multimedia and have come about in the last half-century or so (video games, software, advertising, new media).

This has been one of President Iván Duque's key proposals during his campaign. **This, in an attempt to lessen the economic dependence on natural resources.** As well as the inability to compete with cheap labor from the industries of the biggest Asian countries.

Projections

The economy downfall in 2020

After a tough year, the hit to Colombia's economy was more than significant. The 15,7% downfall after the second trimester of 2020 led to a recession in the country. However, for 2021, the government and the private sector envision a year of rebuilding after vaccines and the end of strict quarantines come to place (Fedesarrollo).

Equally important, and turning to Q4 data, numbers showed that although the recovery in domestic activity gained traction, the external sector still struggled to keep up. Merchandise exports fell more sharply in October.

Optimism and growth to come

Indeed, after registering a dramatic -5.5% GDP for 2020, the government is confident of a turnover in 2021. The adjusted numbers suggest that the new year could end with a positive 5%.

However, everything is linked to what the pandemic might bring. Different virus waves could potentially still harm the economy as they did the year before.

Furthermore, according to FocusEconomics, a leading provider of economic analysis and forecasts for 131 countries, the real sector will

rebound. For Example, expected growth in exports is projected to expand 11.9% in 2021, totaling USD 36.0 billion.

Also, the projections shown by the same group expect a soft decrease in unemployment. As long as the economy starts to grow, jobs should become available again to different sectors in the colombian market.

Restaurants and hotels, as well as retailers should see an increase in their operations after a year of several lockdowns and new policies that were implemented, affecting their operations nationwide.

Alternatively, public debt increased drastically through 2020 and unlike other indicators appears to have little variation for the coming years. The projection, so far, shows that the percentage over the GDP stays around the 60% mark for the next 5 years.

2021, the year the economy will take off again.

(Portafolio, 2021, p.1)

Key organizations



ANDI

The Asociación Nacional de Empresarios de Colombia (ANDI), is a Non-Profit with a purpose to advocate political, economic and social values of the free enterprise system.



Innpulsa

Entrepreneurship and innovation agency of the National Government. Together with the Ministry of Commerce, Industry and Tourism, accompanies the acceleration of high-potential ventures.



APPS.CO

Is a strategy of the IT Industry Development Directorate of the Ministry of Information Technologies and Communications (MinTIC), which promotes the development and strengthening of digital enterprises.



Fondo Emprender

Vows to transform business ideas into sustainable and consolidated enterprises. Providing seed capital and free consulting to achieve bigger goals.



Endeavor

Promotes the local economy by selecting, advising, and promoting ventures so that they become high-impact companies, generating opportunities that promote the development of the country.



Confecámaras

The Chambers of Commerce are non-profit legal entities, of a corporate and union nature, subject in the execution of all their acts of administration, management, and contracting to private law, which are intended to defend and stimulate the general interests of the business community in Colombia.

Opportunities

New laws and incentives

It is vital to take advantage of the newly promoted legislation for entrepreneurs and small and medium enterprises. Any help given from the governing entities has to be exploited from the beginning or adapted as soon as relevantly possible. Entrepreneurship often revolves around hardship to overcome obstacles, financially, socially, or even legally. Therefore, looking up these initiatives might be of help in the future as some organizations will provide much-needed help.

For example, regarding the Orange Economy, it's fundamental to embrace the country's cultural and creative output. Thereby, get mileage out of all the initiatives that have begun to take place.

In a recent world of chaos thanks to the global pandemic, most businesses have had to reinvent to stay afloat. In fact, those that have suffered the most, and even had to shut down, were the ones who proved harder to adapt to new realities. Therefore, is more than logical for upcoming startups or even current working companies to go in this new direction that will provide help and resources to reach success.

Entrepreneurial ecosystem

Furthermore, it will prove essential to do in-depth research over the key organizations that could potentially be allies for the growing or upcoming enterprises. Knowing each of them thoroughly, to have the information of when to reach out or what to exploit for them in order to create much-needed synergies in the value chain. Be it financial support, legal consulting, or as small of help as free education in relevant subjects.

There are many places to get resources and find allies. It is up to the leadership in the companies to reach out and find the value they offer. Moreover, every startup should look for this at the beginning of their journey. Even if it presents to be something more fitting to do in the future, just the fact that they have them on their radar should give them an aim for success in a nutshell.

Digital transformation

Thanks to technology, anyone can become an entrepreneur. The entrance barrier to starting a business has been lowered and even money could potentially be out of the starting equation.

According to Rock Content, development in Big Data, Artificial Intelligence, Virtual reality or simply e-commerce have the potential to create disruptive businesses with a big impact long term. Therefore, access to education will prove to be essential and must be focused on this new world of technologies.

Also, Rock Content, provides helpful insight on the most relevant fields for upcoming startups:



Agrotech

Focused on farming and their lack of intrinsic technology. Has great potential to develop within Big Data and marketing campaigns to add value.



Healthtech

Here, efforts should be focused on prevention and early detection, to hospital process and best treatments. Also, with a high focus on the ongoing reality of the pandemic and the nature of our new reality. This, in order to ensure a better life for everyone.



Sharing Economy

Mostly interested in exchanges between parties, has to ensure trust among them and develop relations to ensure the quality of the transactions. Have in mind a new culture where having access is more important than owning.



Fintech

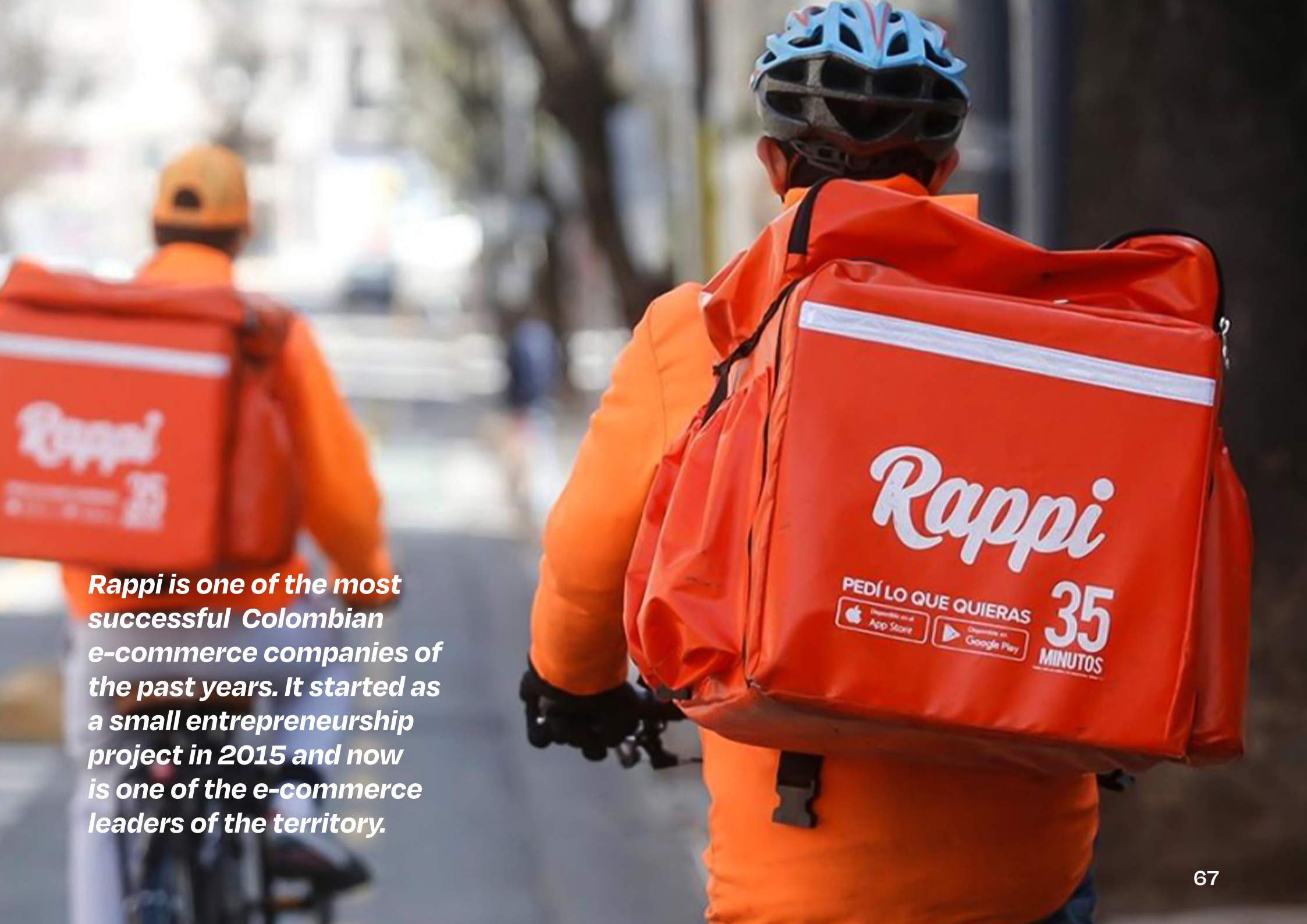
Is, in a nutshell, about using technology to offer innovative financial products or services to consumers or even other companies.



E-Commerce

Finally, the e-commerce sector in Colombia presents a favorable trend for all entrepreneurs who want to set up their virtual stores. In fact, e-commerce in Colombia has grown 24% in the last 5 years and sales are expected to exceed USD 26,073 million by 2021.

Entrepreneurship in Colombia is having a good time thanks to more favorable policies, an attractive economic scenario for accelerators and international investors, and an increasingly entrenched entrepreneurial culture. (Forero, 2020, p.1)



Rappi is one of the most successful Colombian e-commerce companies of the past years. It started as a small entrepreneurship project in 2015 and now is one of the e-commerce leaders of the territory.

Analysis

In short, Colombia is going through a rough economic period ever since the Covid-19 outbreak. Nonetheless, different government initiatives as well as organizations have entrepreneurs in their minds. They not only recognize the help they need, but also the economic value that this development can bring in the long run.

In fact, history has proven that tough times bring good leaders, and this is the time to step up and analyze the new needs in the world, solve them and grow from it. Talent is everywhere now, and internet connection proves to be the enabler.

It is now up to the government to keep up with education, infrastructure and an organized plan to achieve their goals. And, of course, for entrepreneurs to be more creative than ever, exploit any help they can, and turn the reality of the country.

Entrepreneurship is in the air

It is a good time for entrepreneurship. As Covid hardly struck the Colombian economy during 2020, new government policies and entrepreneurships have started to appear, creating an innovative environment where to generate new products and services that address current needs, forge new alliances and request government resources.

Entrepreneurship as a strategy to fight back crisis

In an economy where the job market is as unstable as today, entrepreneurship offers a great opportunity in which talented individuals can create new startups that fill the empty spaces of the current economy. Bringing economic independence for the entrepreneurs, fulfill current needs of the society, generate jobs and innovation, and boost local economy.

Orange Economy trend

Nowadays, thanks to the Orange Economy presented by the government, creative and cultural entrepreneurships (such as the one presented on this thesis) are supported by a series of legislations and policies.

Cultural and creative industries

According to the document *"Policy for entrepreneurship and cultural industries"*, presented by the Ministry of Culture, the cultural and creative industries can be defined as **"those that combine the creation, production, and commercialization of goods and services inspired on intangible cultural content usually protected by author rights (copyright)"** (Mincultura, 2021, p. 554). "Those industries provide added value to content while constructing and disseminating cultural values of individual and collective interest. They are therefore **essential to promote and spread cultural diversity as well as to democratize access to culture (...)**. These are dedicated to promote and support the creation process, which constitutes its "fundamental raw material", and have an imperative need for constant innovation and a particular economic structure in which **the business core consists of transforming cultural content and symbolic values into economic value."** (Mincultura, 2021, p. 555)

Value chain

Most of the cultural and creative industries share the same structure despite the sector in which they are located. As in art processes, the activities of these industries begin with a creative activity that brings something to life that is later distributed, displayed, and consumed by a public interested in the creation. And the government, through its specialized organizations provides information and processes of training, regulation, archive, and preservation to encourage the sustainable development of the sector and all the actors that are part of it.



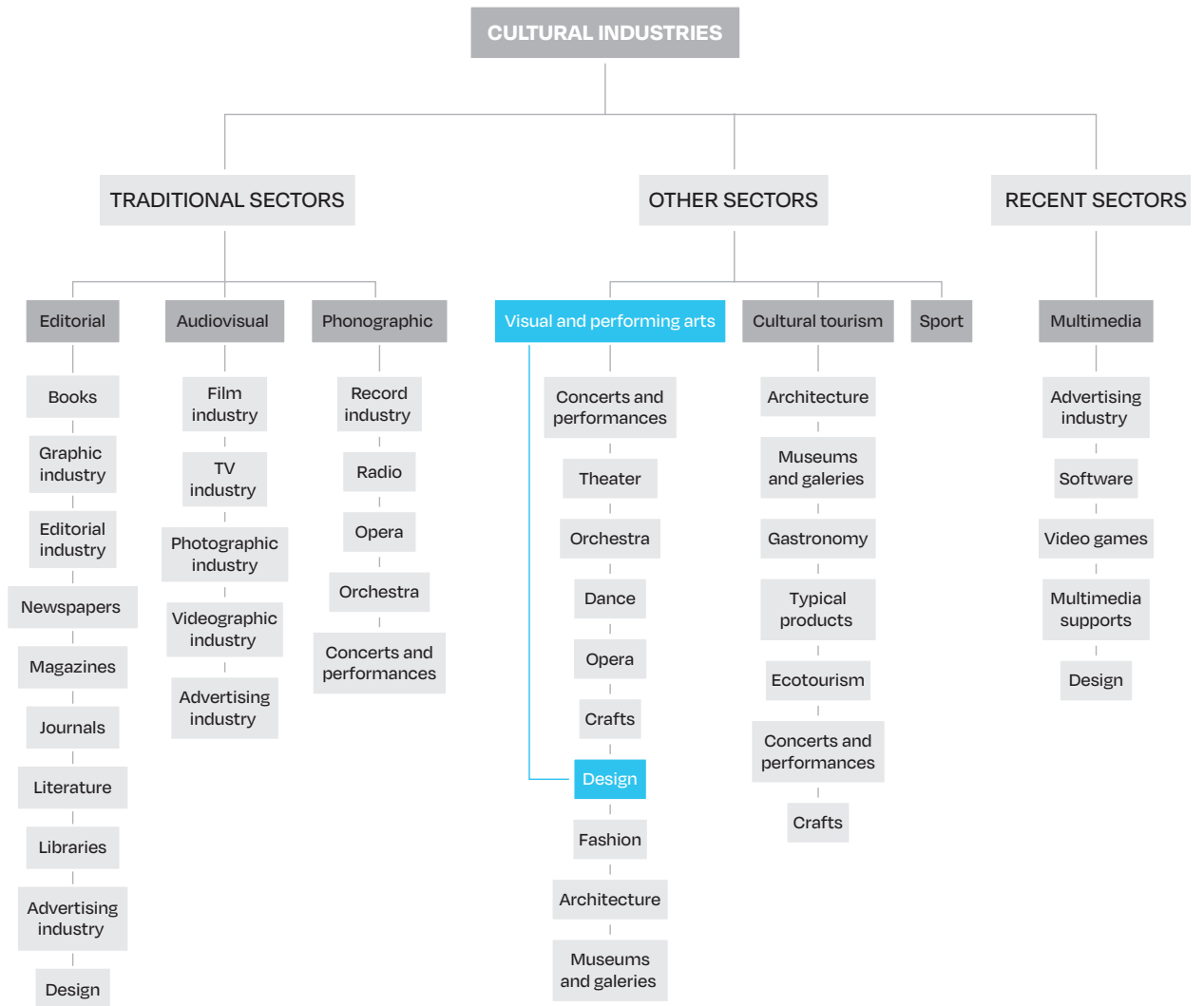
* Value chain for cultural and creative industries (Mincultura, 2021, p. 560)

Nowadays, the regional trend finds that promoting and strengthening the own cultural and creative industries, based on the valorization of local cultural assets, characterized by the plurality of manifestations, is an opportunity to achieve the sustainable development of the population of the country. We are part of a global village whose economy has migrated towards intellectual production. (Mincultura, 2021, p.553)

Cultural and creative industries chart

As the central idea for the startup is to promote and encourage the creation, production, and commercialization of artworks developed by emerging local artists, and at the same time generate a sustainable enhancement of the surrounding community and territory through art and culture, the entrepreneurial project developed on this thesis will take part of the cultural and creative industries of Bogotá in the specific sector of design in visual arts.

Creative industries have a double nature: on one hand, their products (goods or services) transmit ideas, values, ways of life, and symbolic content that reflect the spiritual profile of a community, thus preserving the sense of belonging to its identity; and on the other, they obey the economic rules of production and trade and can become powerful engines of economic and social development. (Mincultura, 2021, p.559)



* Cultural and creative industries chart (Mincultura, 2021, p. 558)

Key government organizations



Ministerio de cultura

The Ministry of Culture is the administrative department of the Government responsible for "leading the intersectoral coordination process to strengthen public, private and mixed institutions **aimed at the promotion, defense, dissemination and development of cultural and creative activities, and to promote their economic potential in a national level.**" (Mincultura, 2021)

Strategic objectives 2018 - 2022:

- 1) Formulate, implement and monitor public policies, aimed to guarantee cultural rights with a special focus on the territory and its population to promote cultural diversity and safeguard the cultural heritage.
- 2) Lead the cooperation between the government, the institutions of the cultural sector, and the private organizations to promote access to culture, innovation, and cultural entrepreneurship from the national territory.
- 3) Increase the institutional offer to contribute to narrow social gaps, promote artistic and cul-

tural manifestations, creative talents, innovation, and entrepreneurship.

- 4) Establish strategic alliances to obtain resources that support the development of cultural processes.
- 5) Generate and consolidate spaces that facilitate appropriate environments for the development of artistic and cultural processes and projects.
- 6) Implement actions for the protection, recognition, and safeguard of Colombian cultural heritage to preserve and promote the national identity.
- 7) Promote creative cultural processes that generate added social value and strengthen cultural identity and memory.
- 8) Strength the management capacity, institutional performance, and the continuous improvement of processes, based on risk management, information management, and evaluation for decision-making.

Arts policies

Document presented by the Ministry of Culture in which are presented the guidelines and principles for the national policies of the artistic sector. **Its main objective is the "valorization and strengthening of the different dimensions**

and/or components of the artistic sector throughout the country as a way of knowledge, creation, and production (both symbolic and economic), and create conditions for discussion, debate, and self-regulation of artistic practices through processes of research, training, circulation, production, and appropriation in a framework of pluralism, inclusion, and cultural dialogue. With this, the aim is to consolidate values of coexistence, democracy, and social cohesion." (Mincultura, 2021)

Principles:

- 1) Democracy: Creation of conditions so everybody can have equal access to artistic experiences, thoughts, practices, and goods and services derived from these activities. At the same time providing environments adequate for free speech and diversity.
- 2) Diversity: Defend the diversity and cultural dialogue. Respect other ways of thinking, feeling, and knowing. Having a global approach while being faithful to the local culture.
- 3) Integrality: Creation of relationships and flows between components, actors, disciplines, knowledge, and institutions.
- 4) Sustainability: Make the different policies sustainable over time.



SECRETARÍA DE
CULTURA, RECREACIÓN
Y DEPORTE



Secretaría de cultura, recreación y deporte

Organization in charge of the cultural, recreational, and sportive sector of Bogotá. **Its main objective is to guide and lead the creation of policies, plans, and programs in the cultural, heritage, recreational and sportive sectors** of the Capital District.

Art related functions:

- 1) Formulate strategies to guarantee the conservation and enrichment of the city's cultural expressions, taking into account its ethnic, socio-cultural, and historical diversity.
- 2) Design strategies for the dissemination and conservation of tangible and intangible cultural heritage.
- 3) Promote the creation and management of artistic, cultural, and sportive activities and programs following the sectoral plans, the economic and social development plan, and public works of the Capital District.
- 4) Guide the development, promotion, and dissemination of the national and universal symphonic repertoire by the Bogota Philharmonic Orchestra.
- 5) Coordinate the implementation of policies, plans, and programs in the cultural, heritage, recreational, and sportive fields developed by the

affiliated entities and localities.

- 6) Manage the execution of cultural and artistic policies, plans, and projects, to guarantee the effective exercise of cultural rights and strengthen the cultural, artistic, heritage, and sportive sectors.
- 7) Promote strategies that guarantee the development of art and incentives for artists.
- 8) Promote strategies to guarantee the development of artistic expressions that interpret the cultural diversity of the inhabitants of the Capital District.
- 9) Promote the creation and management of artistic, cultural, sportive, and high-performance activities and programs for the population with some degree of disability.
- 10) Lead the creation of public policies aimed at guaranteeing and reestablishing cultural rights and contributing to the development of the culture of rights.



Instituto Distrital de las Artes (IDARTES)

Organization responsible for the management of the artistic activities in Bogotá and who works to "guarantee the full exercise and enjoyment of cultural rights of the citizens, bringing them artistic practices and the experiences of diffe-

rent dimensions closer their daily lives. Through the execution of public policies, projects, plans, and programs seek to contribute to the construction of a new social contract for the development of people as creative, sensitive, supportive, and co-responsible beings with their context and environment." (IDARTES, 2021)



Fundación Gilberto Alzate Avendaño (FUGA)

"Public organization affiliated to the SDCRD and **one of the most important artistic and cultural centers of the city**. It has been a stage and promotor of numerous plastic, visual, performative, musical, literary, and audiovisual artistic expressions. Besides all that, it has been an open space for forums, debates, seminars, and workshops. Inside its facilities, there are showrooms where local, national, and international artists can display their artworks, an auditorium for performative artistic groups, a specialized library on history and contemporary politics, and a varied cultural and academic agenda with workshops for sensibilization and artistic formation." (SDCRD, 2021)

Copyright

According to Colombian law, copyright is the legal regime through which authors can invoke the protection of the rights derived from their works. In this context, a "work" is understood as an original intellectual creation of an artistic or literary nature that can be reproduced or communicated by any known or unknown means, and an author is any person who creates and communicates an intellectual creation.

Principles

1. Absence of formalities: There is no need to make a registration of the work to have its copyrights.
2. Protection of the work: The copyright only protects the work, no the technical or ideological content related to it.
3. Originality: The copyright applies if the work is an original production made by the author.
4. Temporality: The copyright has an immediate effect from the moment the work is created.
5. Difference between the physical mean and the intellectual creation: The copyright will always belong to its author, even if he is no longer the owner of the physical mean in which the work is presented.
6. Protection without discrimination: All works are protected by copyright regardless of whether they are considered useful, beautiful, etc. or not.

Moral rights

Rights that protect the personality of the author concerning his work, giving him a set of powers over it. This set of rights cannot be sold or assigned to someone different than the author itself.

1. Paternity right: The author has the right to demand recognition over his work in the case it has been omitted or assigned to someone else.
2. Integrity right: The author has the right to object to any modification that could be done to his work that could damage the integrity of the work or the reputation of the author.
3. Immediacy right: The author has the right to decide if he is going to make the work known by others, how is he going to do it, or if it is going to be kept private.
4. Modification right: The author has the right to modify his work even after its exhibition in public.
5. Withdrawal right: The author has the right to remove the work from public access at any moment. If this action causes some perjury on those who have acquired the economic rights over the work, the author must pay them a corresponding economic compensation.

Patrimonial rights

Rights that allow the author to control the economic exploitation of his work, whether he is directly involved in the activity or authorizes someone else to do so in exchange for an economic benefit. This set of rights can be sold or assigned to someone different than the author itself and have a duration equal to the lifetime of the author plus 80 years.

1. Replication right: The author or holder of the patrimonial rights has the right to authorize or prohibit the replication (the process of make copies) of the work.
2. Public knowledge right: The author or holder of the patrimonial rights has the right to authorize or prohibit if the work can be known by others.
3. Transformation right: The author or holder of the patrimonial rights has the right to authorize or prohibit the creation of new works (adaptations, arrangements, compilations, translations) that derivate from the original work.
4. Distribution right: The author or holder of the patrimonial rights has the right to authorize or prohibit how the work is distributed (sold, rented, borrowed, etc).

Visual arts on the street

Arts, and especially the visual ones have taken a special part in the everyday life of Bogotá. The pavement of the streets, walls of buildings, alleys, and many other elements of the urban environment have become canvases for artists were to express their vision and ideas to the citizens. It could be said that the street, due to its public nature, has become the ultimate democratic space where art can be made and experienced. No filters, no prices, no schedules, just the artwork, and its viewer.

This artistic approach in the city not only has provided an excellent opportunity for artists to exhibit their work to new audiences, but it also has transformed how some areas of the city are experienced and lived by those who transit their streets. Due to art, the streets have become something more than a transitory space or a way to go from one place to another, they have become places for expression, contemplation, and joy that convey a series of ideas and emotions. What once was a neighborhood deeply influenced by drug commerce and criminal activities is now a cultural district (The Bronx) that hosts concerts, art exhibitions and theater plays. Old industrial areas have been transformed into open-air galleries that have become attractive places for tourism (Graffiti district). A few main roads, like the one that connects the

airport with the city center (Calle 26) now host a series of murals and graffiti's that transform a common freeway ride into a visual artistic experience. Some old streets are now pedestrian spaces where urban artists create and get some economic retribution for their artworks (Pedestrian section of Carrera 7). And even entire neighborhoods (like Los Puentes) have been intervened with artistic expressions to increase the sense of ownership, organization, and pride that the communities have over the territories they inhabit.

Relaxed laws have led to the city becoming a hotbed of global talent, with homegrown and world-renowned artists showing their art. (The Guardian, 2018)







Bogotá's art system

In this section are identified the most relevant actors and components of what we call the **"art system" of Bogotá, a system that is composed of a net of public and private organizations that interact around the topic of the arts to achieve different goals.** This part of the research used as the main bibliographic source the master's degree thesis named *"The contemporary art system in Bogotá"* made by the author Casado for the university of Salamanca.

Key government organizations

Public organizations, ruled by the government that are in charge of the cultural development of the city. As we saw before, these organizations create projects, events, and all kinds of initiatives to encourage culture, art, music, recreation, etc.

Private promotion

Private organizations that focus on social causes and that are regulated by the government due to the nature of their activity.

International organizations

International organizations that together with the corresponding embassies promote cultural and artistic activities in which there is usually a mix of both cultures.

Educational institutions

The most relevant university faculties where citizens can have access to public or private artistic education.

Creative districts

In 2020 the Alcaldía Mayor de Bogotá (government institution in charge of the government of the city) created 12 creative districts in the city. These districts are territories where economic activities related to creativity and culture are concentrated, and that have a common purpose to encourage the social, economic, and territorial transformation of the city through art, creativity, culture, and entrepreneurship. Also, these districts will have access to economic and political resources provided by the government with which they could invest in cultural projects and different sorts of economic activities for the development of the areas.

Museums

Most relevant museums where citizens can visit and experience art exhibitions and collections.

Public exhibition spaces

Major spaces where access to culture and art is open to the citizens.

Independent exhibition spaces

Independent and usually small places where artists (most of them emergent or new in the market) have a different alternative were to showcase their work.

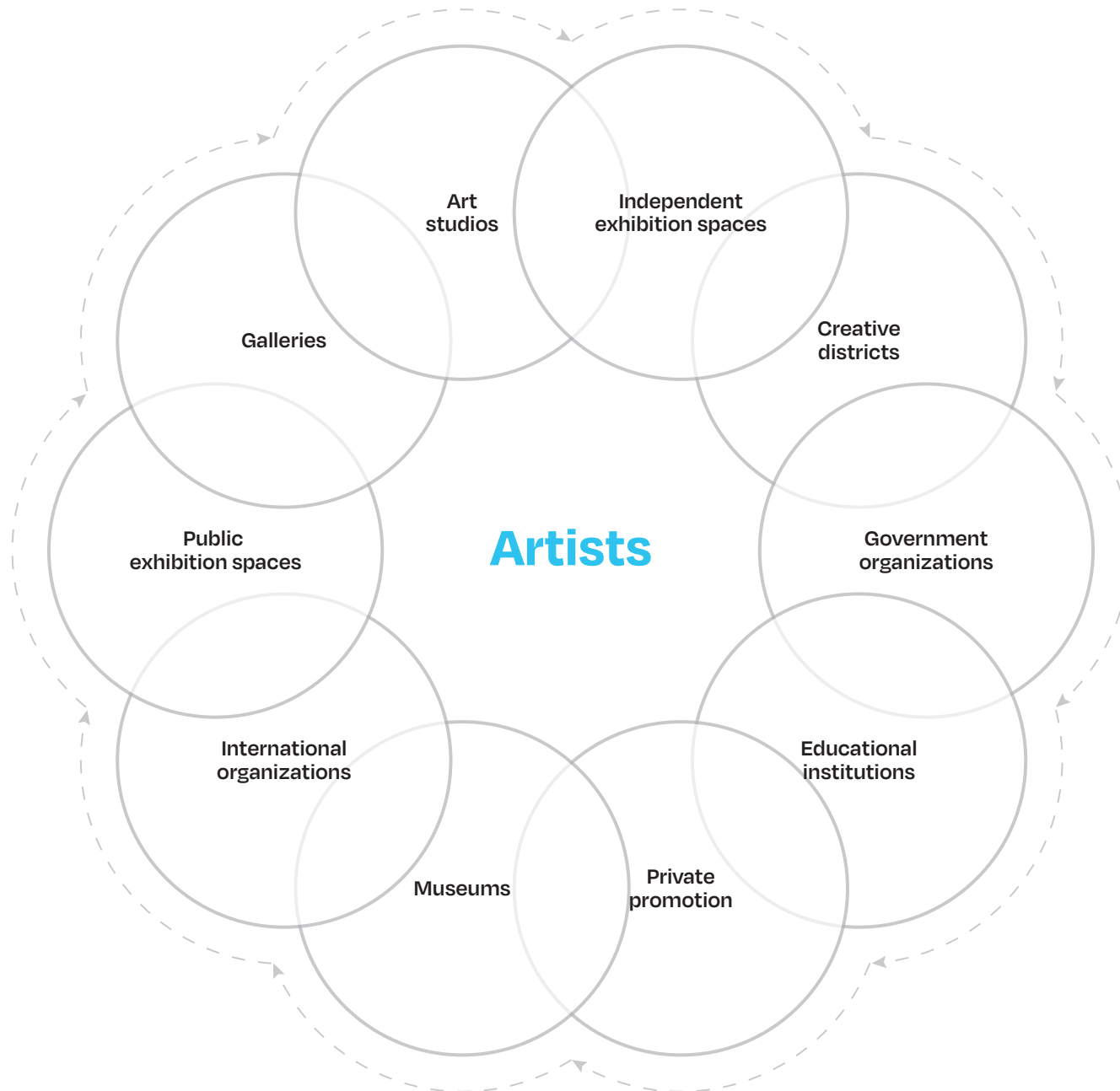
Galleries

Spaces that allow artists to display their work, visitors to contemplate the exhibitions, and collectors to purchase artworks.

Art studios

Spaces where artists work together and share experiences. These are often open to public access for those who are interested in their artwork or for those who want to participate in workshops and courses.

The art system in Bogotá is presented as a dynamic, decisive, and energetic complex of agents, institutions, and organizations, with growing importance at the national and international level. (Casado, 2013, p.50)



Art system map

The main actors of the different components of Bogotá's art system were located on the map of the city to better understand how art interacts with the territory and which are the main areas where artistic activities take place. As can be seen in the map below, **the art system of the city is not equally distributed in all the territory**. There are localities like Ciudad Bolívar, Usme, and Bosa with little or almost no presence of art services, and some others like La Candelaria and Chapinero where their presence is abundant. If this map is compared with the multidimensional poverty index **it could be inferred that art in Bogotá tends to be present in less crowded areas and where the poverty index is low, giving the impression that art is still today a field for those with greater economic resources**. Now it is clearer why these two last localities are considered essential areas for tourism and culture in the city.

Key government organizations

1. Ministerio de Cultura
2. Secretaría de cultura, recreación y deporte
3. Instituto Distrital de las Artes
4. Fundación Gilberto Alzate Avendaño

Educational institutions

1. Universidad Nacional de Colombia
2. Universidad Distrital Francisco José de Caldas
3. Universidad Pedagógica Nacional
4. Universidad de los Andes
5. Pontificia Universidad Javeriana
6. Universidad Jorge Tadeo Lozano
7. Academia de Artes Guerrero

Museums

1. Museo Nacional de Colombia
2. Museo de Arte Moderno de Bogotá MAMBO
3. Museo de Arte de la Universidad Nacional
4. Museo de Arte del Banco de la República
5. Museo Botero
6. Museo de Arte Contemporáneo de Bogotá MAC
7. Casa Gómez Campuzano
8. Museo de Artes Visuales

Public exhibition spaces

1. Galería Santa Fé
2. Centro Cultural Gabriel García Márquez
3. La Casa Republicana
4. BibloRed

International organizations

1. Centro Colombo-americano (USA)
2. British Council Colombia (UK)
3. French Embassy (France)
4. Goethe Institut Bogotá (Germany)
5. Consejería Cultural de la Embajada de España en Colombia (Spain)

Galleries

1. NC Arte
2. Valenzuela Klenner Galería
3. Alonso Garces Galería
4. LA Galería
5. Galería Casas Riegner
6. Nueveochenta
7. Beatriz Esguerra Art
8. Casa Cuadrada

Independent exhibition spaces

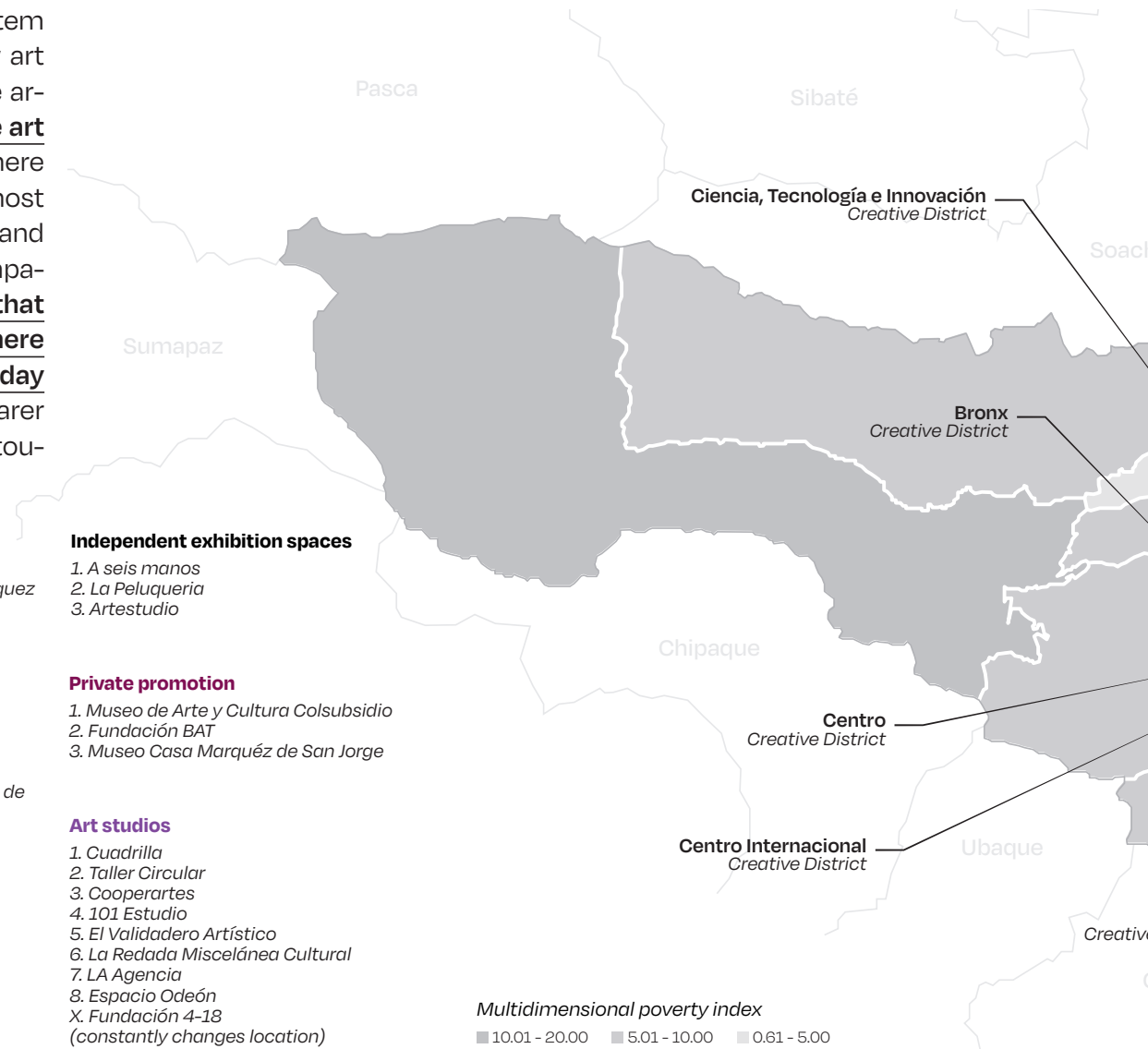
1. A seis manos
2. La Peluquería
3. Artestudio

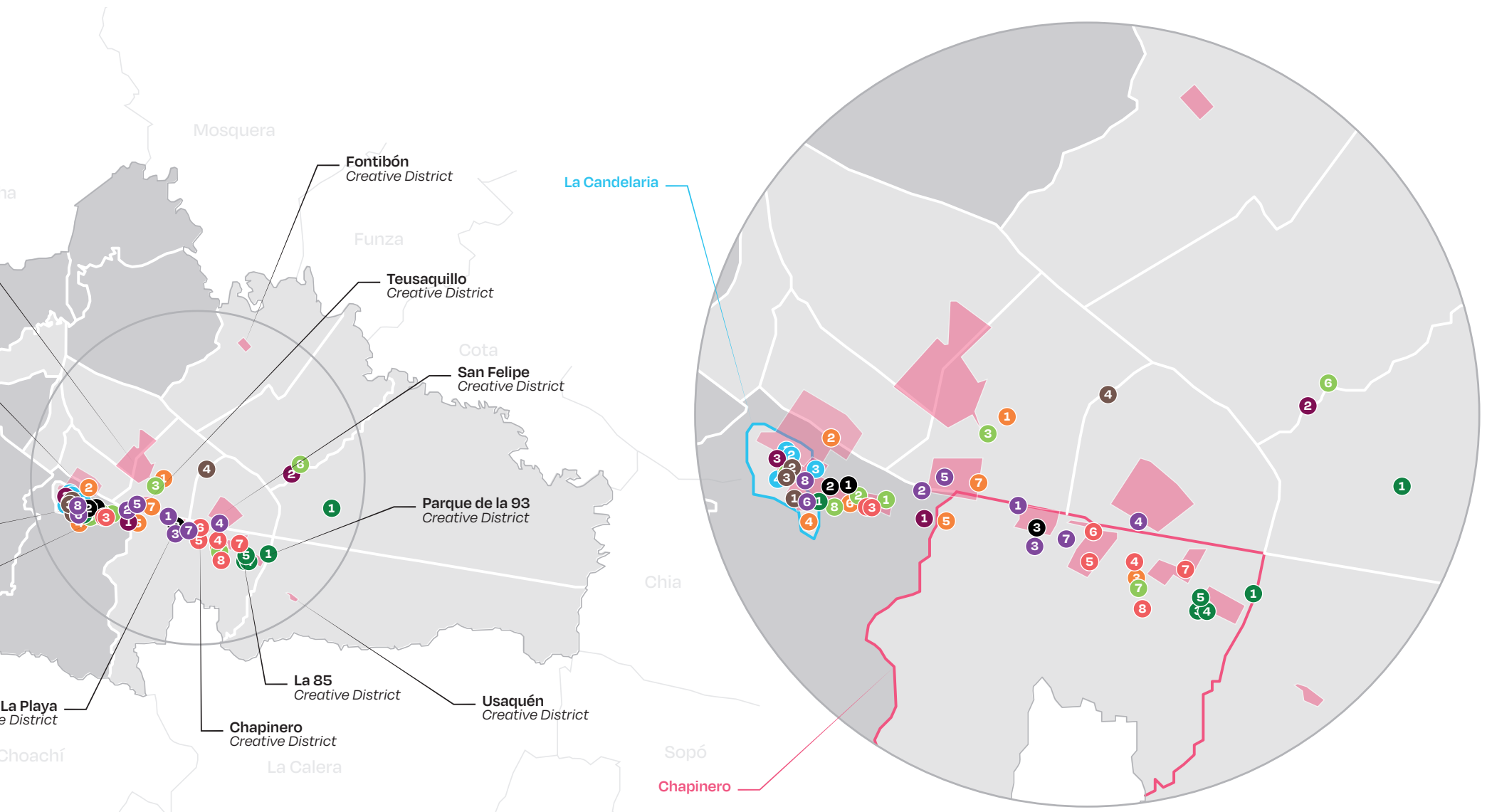
Private promotion

1. Museo de Arte y Cultura Colsubsidio
2. Fundación BAT
3. Museo Casa Marquéz de San Jorge

Art studios

1. Cuadrilla
2. Taller Circular
3. Cooperartes
4. 101 Estudio
5. El Validadero Artístico
6. La Redada Miscelánea Cultural
7. LA Agencia
8. Espacio Odeón
- X. Fundación 4-18
(constantly changes location)





Emerging artists

This is the group of artists, usually new in the market and still in a state of anonymity, who are starting their professional path in arts and that work to "emerge" and rise in the art world. They tend to participate in fairs and events, showcase their artworks on social media, or create a personal website to overcome their condition of anonymity and fulfill the lacking network and infrastructure needed to properly exhibit and commercialize their work. It's important to be clear that even if the concept of the emerging artist is frequently related to young artists, the age of the artist is indifferent to the category. What makes an artist "emergent" is his status of being in the early stage of his career, regardless of his physical age.

On the art blog *"Making a Mark"*, the British author Katherine Tyrrell (writer, art blogger, and artist) collects a series of definitions from different sources to give some clarity on what it means to be an emerging artist. Among the definitions some characteristics stand out and help to define what an emerging artist is:

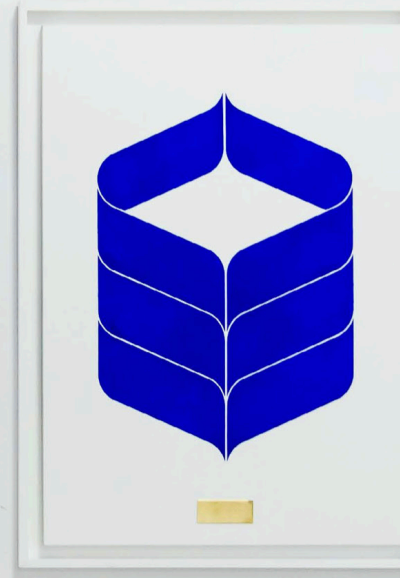
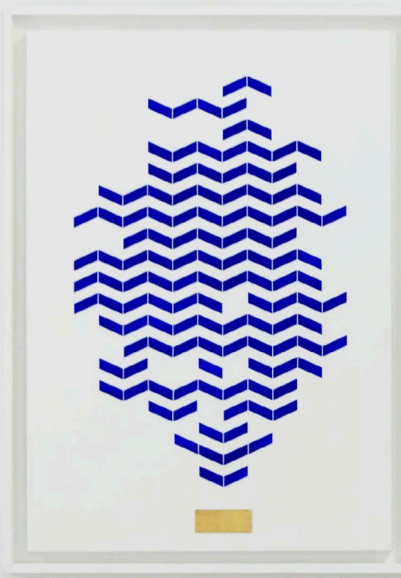
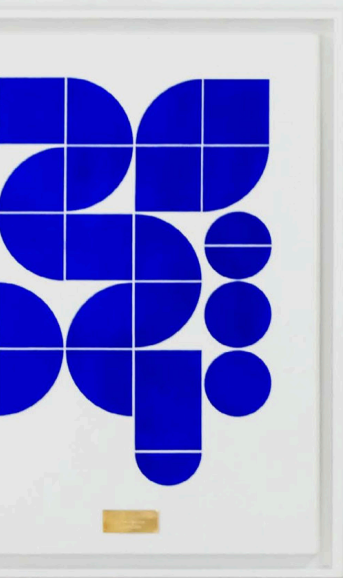
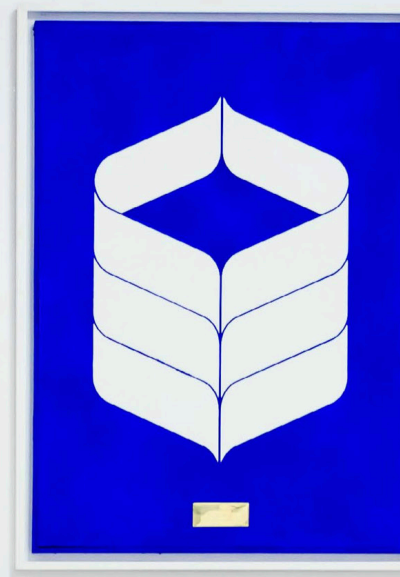
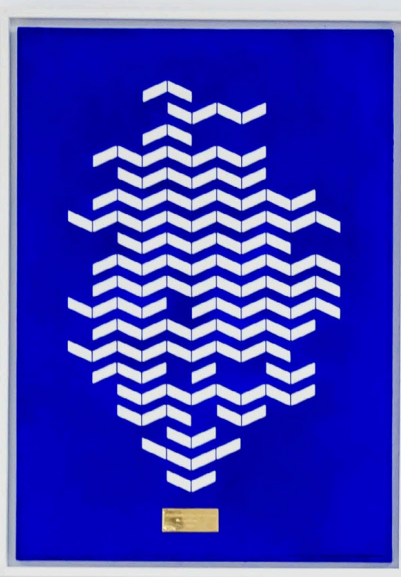
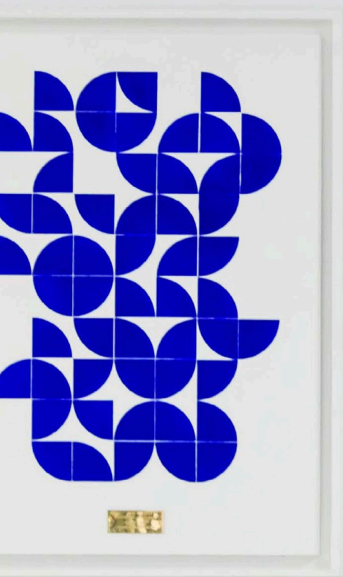
1. Artists in an early stage of their career that aim to become professional artists. They are not hobby artists nor established artists.
2. Have developed some level of originality and clear identity in their work.

3. Have created a moderate body of work.
4. Have some formal or informal specialized training in their field.
5. Have had some kind of success that confirms their potential.
6. Are starting to build a strong reputation in the art market.
7. Have a career on the rise.
8. Can be of any age.

Usually this group, due to their novelty or lack of a strong reputation gets into a vulnerable spot in the market, especially in contexts where the art infrastructure and market are not well structured. In this context, emerging artists rarely generate great economic incomes with their creations, instead, they are usually offered a sort of symbolic rewards (social recognition, access to a certain public, strategic positioning, etc.) in exchange for their creativity and talent. This situation generates an unbalanced relationship in the market in which emerging artists get cut out of the economic profits resulting from their work, while some other actors keep most of them. Curators have new material to analyze and comment on; journalists, magazines, and critics have new topics to write about; museums and fairs get new and fresh collections to exhibit to their visitors; co-

llectors and auctions can invest in usually low price art pieces that may increase their value over time. Nevertheless, what keeps emerging artists in this kind of businesses relationships is the hope and expectation that someday the symbolic rewards received in exchange for their work can improve their position in the market and influence the economic value that the market has on their creations.

In these contexts that lack art markets, the emerging artist is in a constant precarious state, while the network of relationships that are responsible for making him emerge benefits at the expense of his time and creativity. (Apablaza, 2020)



CHRISTIAN ABUSAID

Main events for emerging artists

Art events are great opportunities for emerging artists to share their work and talent with large crowds. Art curators, other artists, collectors, gallery owners, sponsors, and other professionals of the art market usually frequent these kinds of events looking for new perspectives and to know what is popping on the art panorama of the territory. Due to this, art events are special moments of interaction in which there is a possibility for networking, strengthen the reputation, get inspiration from others, and generate business deals.

Bogotá does not have a biennial. Biennials are what make it possible for the outside public to see what is being done inside and for the local public to see what is being done outside. They are those points of exchange. And as we do not have an international biennial, we do have the fair. (Roca, 2017)



ARTBO Feria

The most important art fair of the city and probably of the country. In this fair, national and international galleries, artists, art curators, and the public in general, get together to share a four days event full of art and cultural exchange. As a section of the fair, Artecámara by ARTBO opens a special space for about 30 young and emerging Colombian artists in which they can display their work and reach a large audience of national and international relevance.



Salón Nacional de Arte Joven

This event, organized by Galería Santa Fé, provides visual and plastic artists under the age of 35 the opportunity to participate in 8 funded exhibition spaces. All artists interested in participating must submit a series of information regarding the art project they intend to develop, and after a curated selection of the submissions, 8 will be receiving a budget of COP \$8'000.000 to develop and exhibit their project.



Feria del Millón

A fair where emerging artists can exhibit and sell their work at accessible prices (all artworks must have a price around COP \$1'000.000). The core idea behind the fair is to allow new artists to showcase their talent, reach new audiences, and at the same time create a culture of new art collectors.



Open San Felipe

A 3-day event in which the San Felipe neighborhood becomes a cultural and artistic hub that hosts about 30 local galleries and art studios that open their doors to the public. All of this accompanied with the best local gastronomy.



Barcú

Independent art festival that takes place in the colonial neighborhood of La Candelaria. At the festival, visitors can get in touch with local and international art galleries, renowned and emerging artists, street art, performances, music, and more.



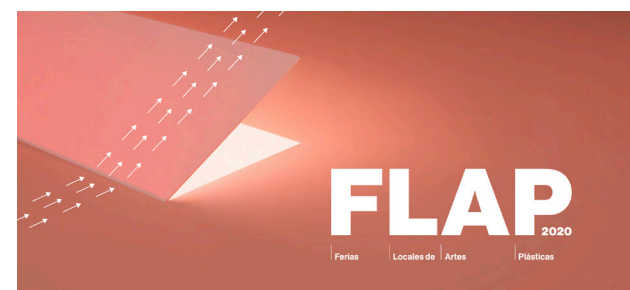
Odeón Intensivo

During a week, Espacio Odeón (the institution in charge of this event) offers to the public a series of events dedicated to the artistic experience rather than to the commercialization of art. This posture generates an interaction with art free of all economic pressures and widens the reach of the artists to a public that may or may not be part of the traditional art market.



Nuevos Nombres

This is an initiative presented by Banco de la República in which emerging Colombian artists are given a space where to display their work around a shared topic. This is often the first exhibition opportunity for many of the artists that participate in the event.



Ferias Locales de Artes Plásticas (FLAP)

This event provides new commercial opportunities to artists from the different localities of the city who generally don't have the opportunity to participate in the traditional art market. Additionally, during the event, the selected artists (around 40) receive tools, workshops, and information from professionals of the art field to help them promote their work more efficiently.

Analysis

Support the talent of emerging local artists through entrepreneurship in the cultural and creative industries sector proposes an innovative business opportunity with many possible positive outcomes. The result of this economic activity has the potential to support the professional career of a vulnerable sector of the art market, which at the same time can encourage the sustainable development of the territory through the dissemination of cultural values.

However, to achieve such goals, tackle possible liabilities, and diminish uncertainty rates it's important to have a deep understanding of the reality of the environment in which the startup will be designed. By identifying the main actors involved in the sector it's easier to generate strategies to address the future stakeholders. Knowing the current structure of the system in relation to the territory provides useful insights on where to find assets and resources. Having on the radar the current policies and the government position regarding the field of study increases the chances to access public resources and reduces the risk of breaking laws. And by exanimating the city through its street art, it's simpler to comprehend the relationship that the citizens have with the art subject.

A vulnerable spot

The vulnerable spot, in which the economic profits of emerging artists are usually diverted, presents a great opportunity where is possible to generate business relationships that benefits both sides of the equation. For example, the startup can benefit from the talent of the artists in exchange for a fair economic and symbolic retribution, helping them to collect funds and possibly boosting their professional careers.

Possible feedback

The patrimonial rights acquired from the artworks of emerging artists can become valuable intellectual assets that can multiply their value over the years. In this sense, investing in emerging artists and helping them to succeed in the art world can have a positive impact on the value of the intellectual assets acquired from them in the early stage of their career.

Cultural dissemination

Cultural values of individual and collective interest can be disseminated all over the territory through art. This could benefit the sustainable development of the community, strengthen the reputation of the emerging artists, increase the reach of the startup, and at the same time increase the value of the artworks.

The power of art

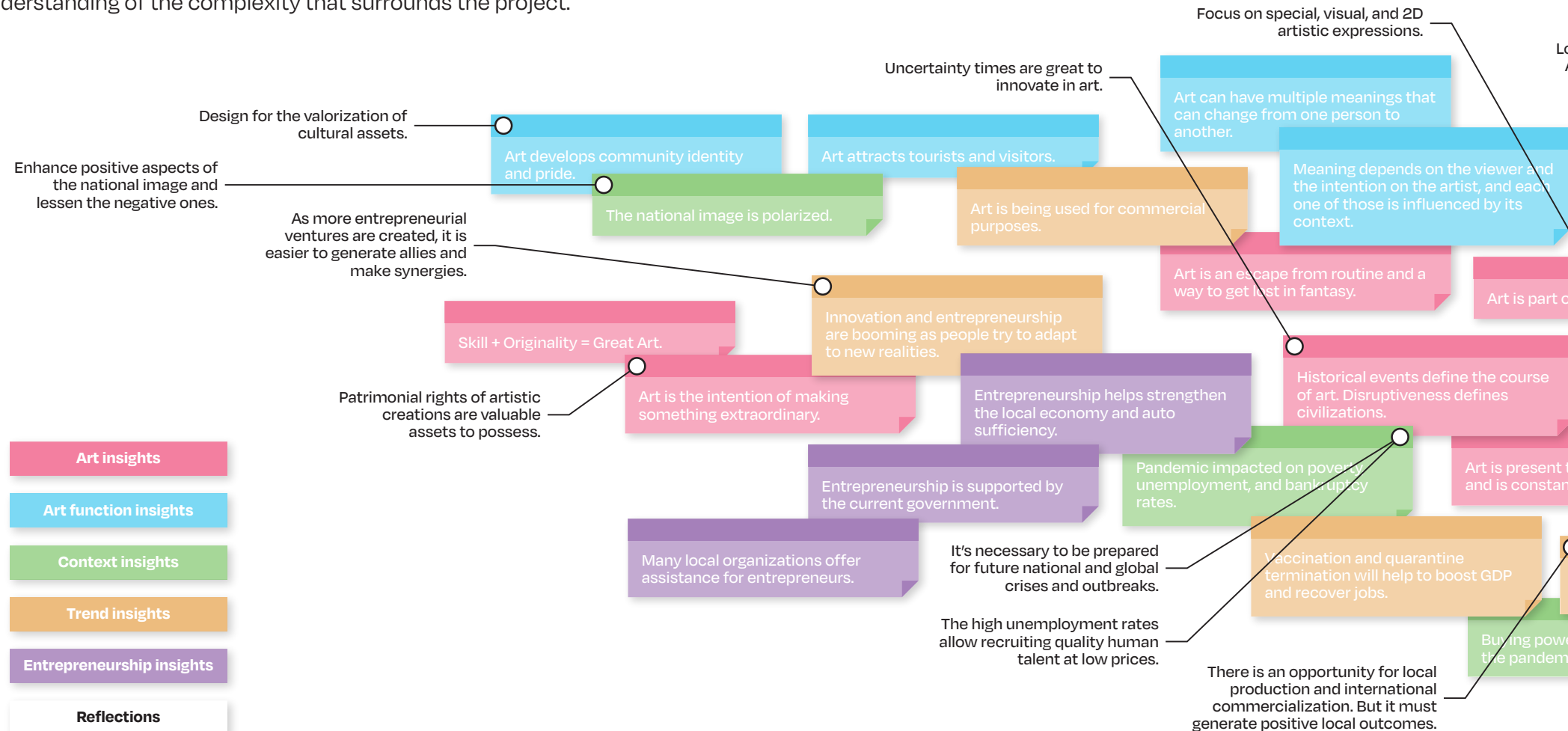
As it has been shown before, art can generate major transformations in spaces and people's lives. By knowing this, the activity of the startup can be directed so emerging artists can become generators of change and transformation of local communities.

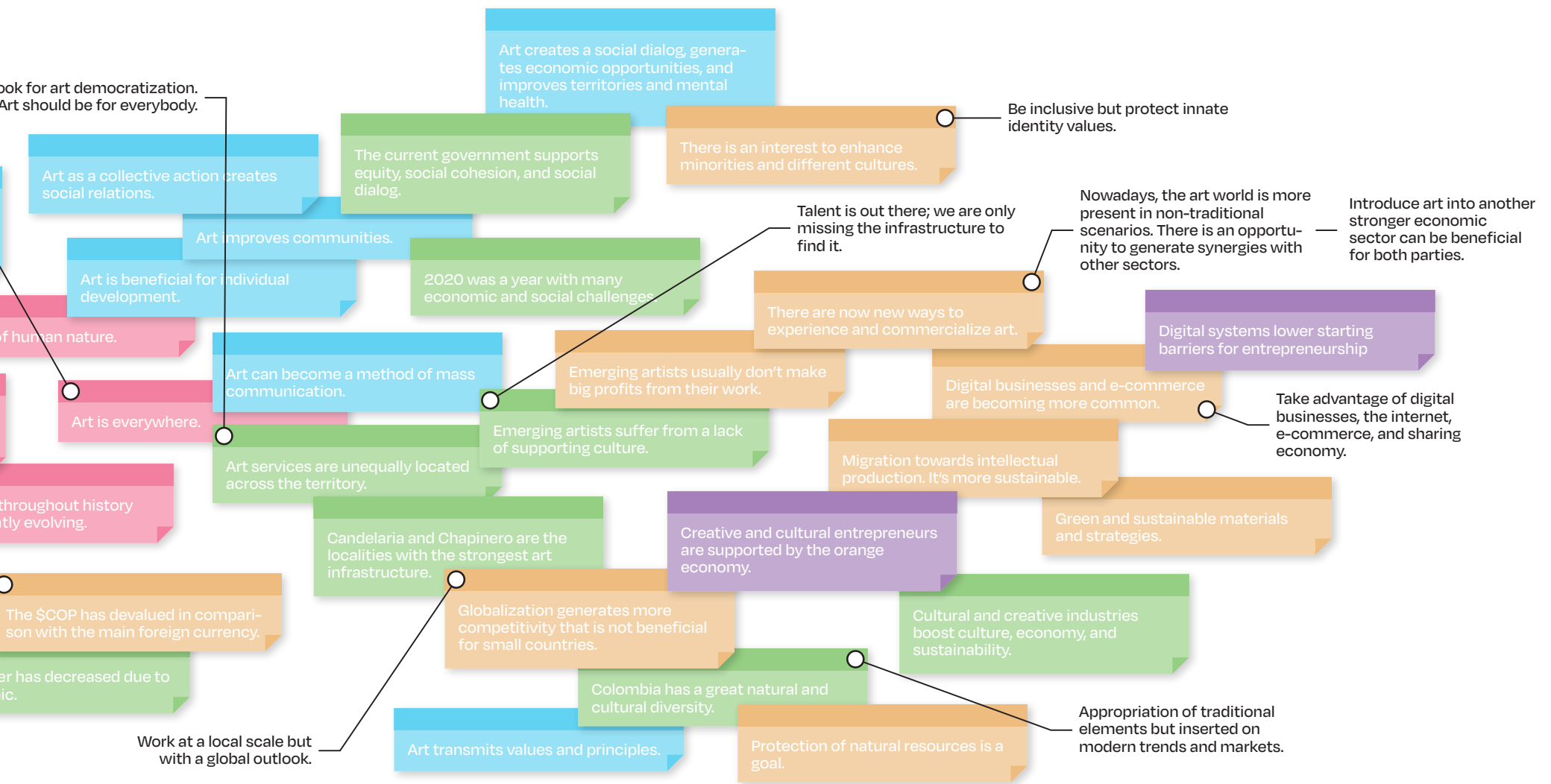
Components as resources

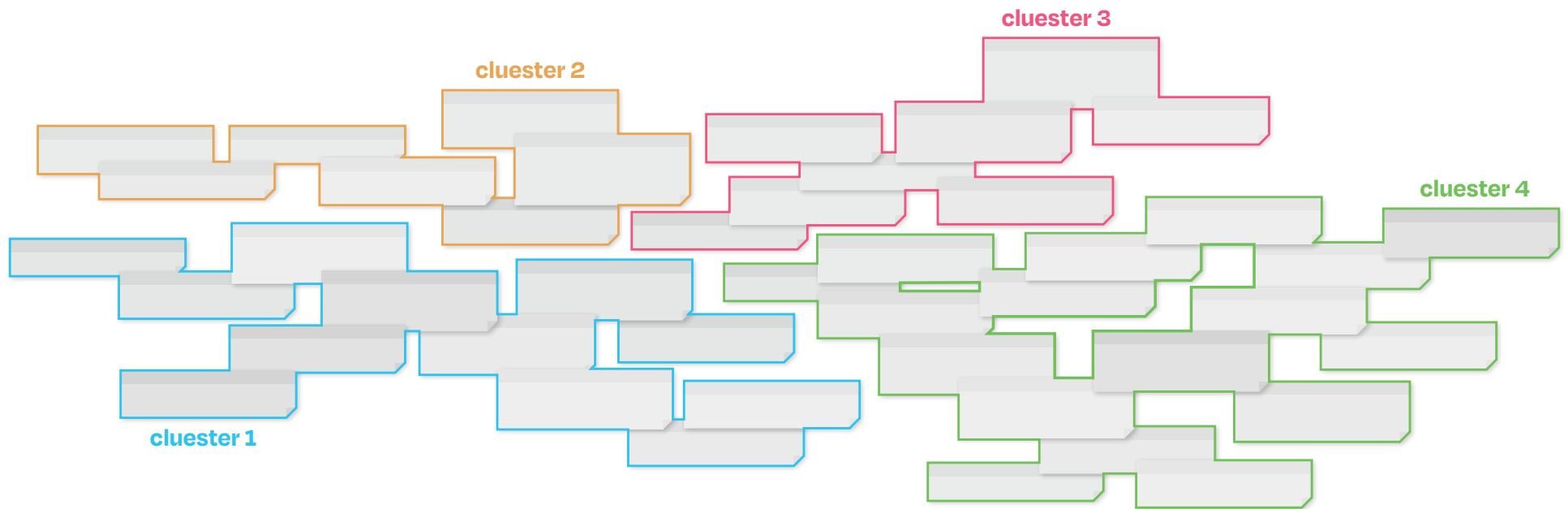
The different components of Bogota's art system could be taken into consideration as a way to access new resources. Events and educational institutions can facilitate the process to get in contact with emerging artists. Creative districts can be excellent places where to locate the main activity of the startup. The key government organizations can important allies from which to obtain consulting and funding. And art studios can be a source where to develop the service or product resulting from the startup.

Insights cluster

An insight cluster is a great tool to retrieve useful insights from the investigation and make connections between information. It provides fast access to important information and a deep understanding of the complexity that surrounds the project.







Cluster 1

Art is constantly changing and evolving, and it does, even more, when historical events occur. Due to this, it is expected that it will face considerable changes during and after the global pandemic we all live in nowadays. Such changes are already happening across all economic sectors as the global economy and governments try to adapt to this new reality. Entrepreneurship and innovation are rising as efficient strategies to fight back the crisis, making it a great time to make new businesses, products, and services that will counter unemployment and strengthen the local economy. Today, skill and originality will produce fantastic art and new great entrepreneurial ventures.

Cluster 2

One of the best effects that art produces on humans is that it allows people to escape from routine and get lost in fantasy. This unique quality can be aligned with the current trend to use the art for commercial purposes to attract tourism, improve the national image abroad, and strengthen the community identity and pride.

Cluster 3

Art, a part of human nature, is great for individual and collective development. It generates social dialog, economic opportunities, and improves people's mental health, making it a great mechanism to create social relations, enhance minorities, and support cultural exchange. If aligned to the current government goals, it can improve local communities and solve some of the economic and social challenges that the present times have brought to the country.

Cluster 4

It's said that art is everywhere, nevertheless, it doesn't seem to be the case of Bogota, a city where some territories have many art services and some others almost none. This, together with the lack of supporting art culture, creates a large gap that puts new emerging artists in an unfavorable situation where success is hard to achieve. Nonetheless, new alternatives to experience and commercialize art are emerging. E-commerce, digital systems, trends that aim at intellectual production, and local policies are making efforts to bring art closer to people's lives, slowly closing that significant gap. But those new alternatives, policies, and trends, can also be used for other beneficial purposes besides art. If used wisely, they can mitigate some of the negative impacts that globalization has on smaller countries, they can help to achieve different sustainable goals, and to transmit values and principles to inhabitants of territories.

Project

The development of an innovative business venture driven by the previous research and supported by the Systemic Design approach.

State of the art analysis

- Analogues/antilogues diagram
- In/Out diagram

Objectives

Guidelines

Main actors

Target market

- Market size
- Persona analysis
- Empathy map

Business concept

Expected outcomes

Business model

- Business model canvas diagram
- Benchmarking
- Stakeholders
- ERAF system diagram
- Workflow diagram

Product/service design

- Minimum viable product
- Added value
- Brand
- Customer journey map

Financial aspects

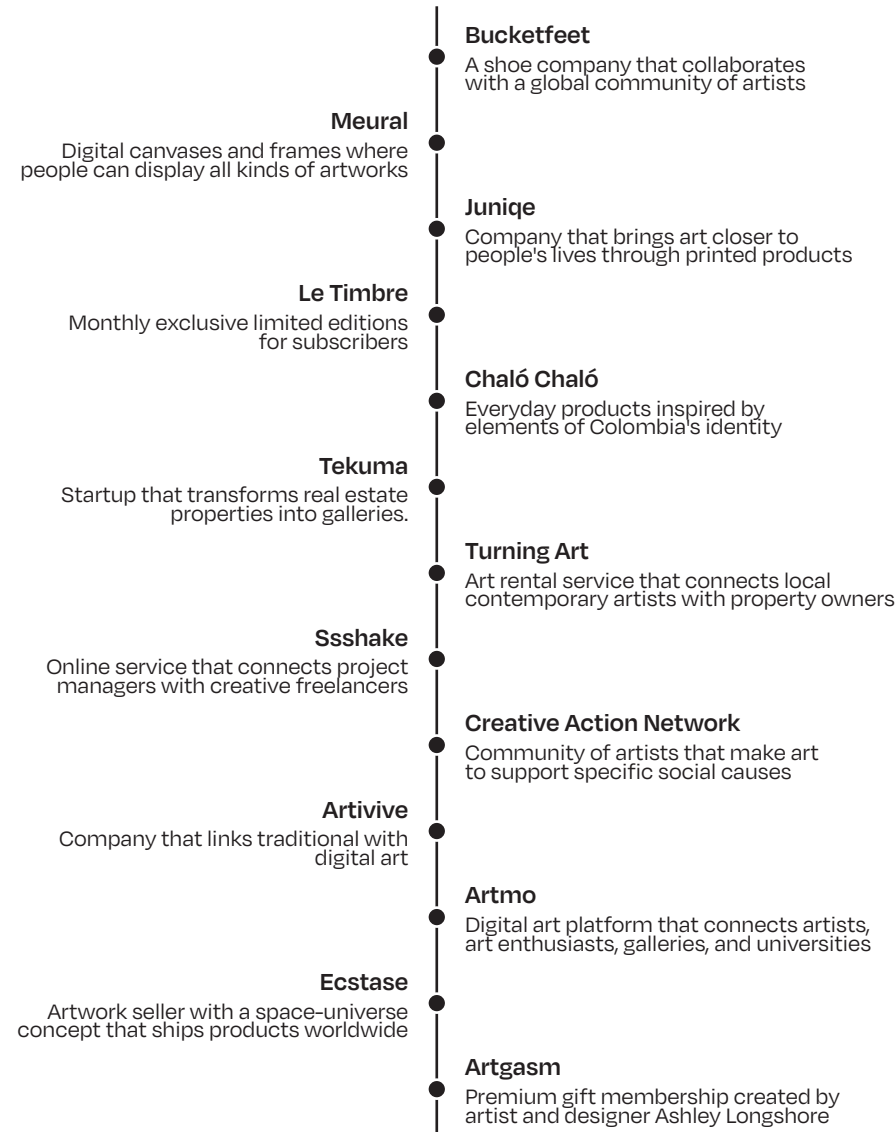
- Initial investment
- Labor cost
- Fixed expenses
- Unit variable cost
- Price
- Break-even point
- Maximum profit
- Sales projections

Feedback and other considerations

State of the art analysis

This state of the art analysis has the goal of retrieving inspiration and useful insights from related projects, startups, and concepts from all around the world. The chosen referents come from different backgrounds but have in common that in some way are related to one or more aspects of the previously stated findings of the holistic research.

Some of the case studies are products and services that create new professional networks, others build communities to support social causes, a few use sharing economy to create new business models, a couple uses technology and pop culture to spread art and cultural values, and others are stimulating findings that can be useful later on during the creative stages.



Bucketfeet

A shoe company that collaborates with a global community of artists to transform comfortable shoes into wearable art pieces. The company believes in the power that art has to bring people together and uses its shoes as vehicles of self-expression capable to start conversations. Besides all that, Bucketfeet cares about supporting its art partners, that why the artists receive USD \$10 for each shoe pair sold and recognition for their work on the packaging, website, and e-commerce store.

From a more businesslike perspective, the Bucketfeet business model has practical and strategic dynamics that work very well in an entrepreneurial environment. All shoes are the same, making the production process standard despite the different art designs. All designs have the same price, facilitating accounting processes and providing a fair competition field to all artists. As the artists earn royalties, there is no economic liability for the company if any pair doesn't sell well. And because they work with more than 40.000 artists from more than 120 countries, it's easy to have fresh collections all year long without making considerable investments in human talent.

Website

www.bucketfeet.store/info



Meural

The company sells digital canvases and frames where people can display all kinds of artworks from known and emerging artists. The product comes in different sizes and styles to match various home décors and it's linked to an app and digital library where customers pay a monthly membership to access more than 30.000 artworks from artists from all around the world.

The Meural business model allows customers to access a wide variety of artworks at a reasonable price and to easily exchange them without making new purchases, which keeps customers engaged in the service and extends the product shelf life. Due to its digital interface, customers can access a whole set of information about the artwork they intend to display, drastically improving the art experience. And in the case of emerging artists, the Meural library allows them to quickly reach thousands of homes of potential customers, strengthening their reputation in the market.

Website

www.netgear.com/home/digital-art-canvas/





Junique

Junique brings art closer to people's lives through a curated offer of printed products. Posters, notebooks, postcards, wrapping paper, cushions, shower curtains, and more carry in their artistic designs unique stories that bring an original touch to home décor and personal style.

Junique recognizes that behind each art piece, there is an artist and a story. That is why each one of them has a personal space on the website where customers can read about their bio and other works made for the brand. Additionally, the company shares articles, in-depth biographies, and interviews about the partner artists through its e-magazine and social networks, allowing them to express their minds and engage with the community.

From a logistic point of view, Junique has applied some strategic measures to improve their added value. All artworks arrive into the company in digital format, facilitating shipment processes between the artists and the company, ensuring the quality standards as the printings are made in-house, and allowing their easy adaptation to different sizes and formats to match diverse preferences and budgets.

Website

www.junique.com

Le Timbre

Le Timbre is a subscription-based art business located in Barcelona. With the mission of offering an approach to the visual arts and the artistic universe, they collaborate with international artists from the five continents, producing exclusive limited editions for their subscribers every month.

The whole Le Timbre experience starts with the careful selection of the artists responsible for creating the unique art pieces of the collection. During the creative process, the artists are free to choose the format, paper style, and printing technique that better fits their creation. A recorded process that generates a wide diversity among the pieces and that latter takes the form of a dossier. At the end of the month, the Le Timbre team makes a limited production of the collection and distributes it among the dossier to the monthly subscribers.

Among the brand values, the support of the local community while keeping a global approach stands out. The suppliers and production processes are located in Barcelona, supporting the local economy, but the artists and customers can be elsewhere, generating multiple connections between local and foreign stakeholders.

Website

www.letimbre.eu



Chaló Chaló

Chaló Chaló is a company that makes everyday products inspired by elements of Colombia's identity. Nature, traditions, cities, people, maps, food, and many other aspects of Colombian culture are portrait as illustrations in smartphone cases, notebooks, wallets, and more so every customer can carry with him a little piece of the country. This kind of approach allows Chaló Chaló to achieve one of its main goals, to show local and foreign people all the positive things that Colombia has to offer to the world.

The brand strategy reinforces the sense of national pride as customers are proud to carry with them products they culturally relate to, improves the national image by showing positive aspects of the country, contributes to cultural and natural conservation by introducing traditional elements into contemporary lives, and disseminates local principles and values through affordable products. Besides that, the artists and designers responsible for the aesthetics of the products get recognition for their work on the website and e-commerce store. Nowadays, the company has two stores in Bogotá, but most of its sales occur through its website and social network profiles.

Website

www.chalochalo.co



Tekuma

Tekuma is a startup created by three MIT graduates who intended to transform boring white walls into galleries and property owners into art curators. The service operates as an online platform filled with artworks made by artists from all around the world where property owners pay a fee to display amazing artistic creations in their homes and offices. As outcomes of that transaction, property owners can transform their plain properties into more appealing spaces, and artists can increase their exposure, share their stories, and even sell their artworks.

Each artwork comes with a QR code and link that allows anyone with an internet connection to access more detailed information about the art piece, its artist, and its price. If you have a guest at home or a client at your office interested in purchasing one of your displayed artworks, by making a couple of clicks, they can take it home and even contact and chat with the creator of the piece.

A couple of years ago, Tekuma joined forces with some short-term housing companies and Airbnb to transform average lodgings into beautiful artistic spaces. And by 2016, it had host 560 artists, distributed around 700 pieces, and generated around USD \$15.000 in income for the artists.



Turning Art

Tuning Art is an art rental service that connects local contemporary artists with property owners interested in embellishing their homes and businesses with an exclusive artistic style. By paying a monthly fee, customers can access a catalog of more than 25.000 artworks from which to choose what fits best in their property, interact with specialized curators that facilitate the art choosing process, get the full installation of the art pieces, and even replace the whole collection once it seems outdated or out of context.

With this service, local artists can grow their audience by displaying their artworks in the digital catalog or by exhibiting them in offices and homes of potential customers. And make profits for the work by earning a percentage of the artwork price for every month the piece is leased, or by selling the artwork through the digital platform, or by receiving commissioned customer projects. Thanks to this service, property owners can improve their real estate, and artists can focus on their work while leaving the marketing, sales, and logistics operations to the company.

Website

www.turningart.com



Ssshake

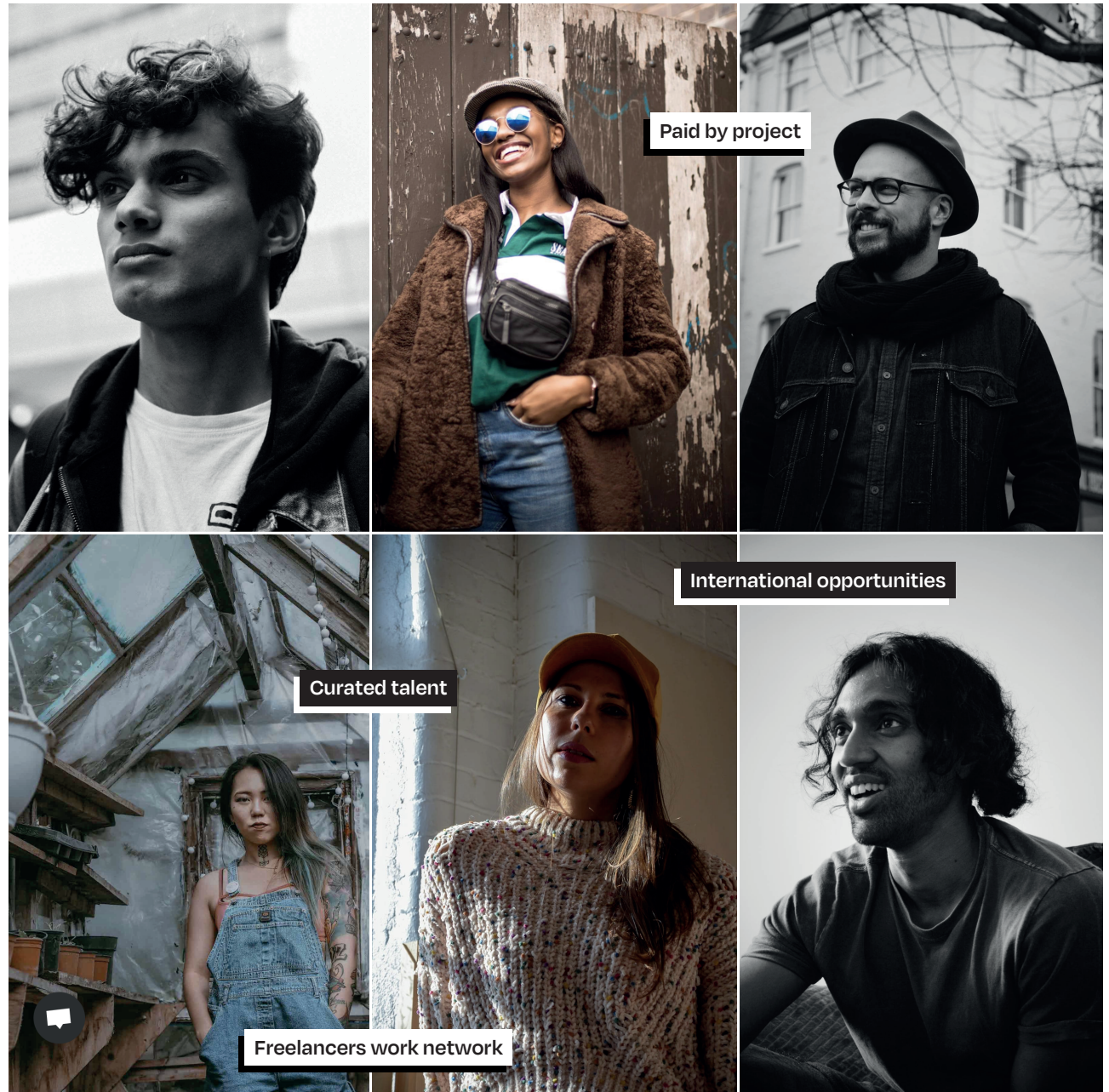
Ssshake is an online service that connects project managers with creative freelancers from all around the globe. If someone needs an artist, designer, or any other kind of creative freelancer, what they need to do is go to the Ssshake website, create a brief of the service required, and briefly define some basic project parameters (deadline, budget, and location). Soon after the brief is uploaded and analyzed, the customer will receive some profile suggestions to help him choose an adequate freelancer.

What is great about this service is its ability to create connections between opportunities and talent. It allows project managers to break the barriers of traditional work networks while new creators find a new way to generate income, increase their exposure, and access international job opportunities.

In my opinion, what separates the Ssshake experience from similar services, is that the company carefully curates the freelancers available, so quality is always guaranteed, and that the Ssshake team accompanies you through the whole project facilitating the interaction with the freelancer.

Website

www.ssshake.com





Activism



Non-profit partnerships

Art collective



C.A.N.

The Creative Action Network is a community of artists that make art to support specific social causes capable of encouraging change. The community opens its doors to artists and designers interested in expressing their opinion about the discussion topic of the moment and offers them the possibility to earn some profit from their work. The art pieces and designs developed by the community create collections of a wide variety of affordable products, which are later sold nationwide on e-commerce sites and retailer stores.

The greatest strength of the network is that emergent and established artists can reach large audiences while expressing their personal opinions about crucial contemporary topics. In these cases, products like posters, socks, and face masks become massive spokespersons of causes like climate change, woman's rights, and public policies.

As part of the business agreement between both sides, the artists receive 10% of the revenues generated from the product sales plus an extra 1% that is automatically donated on their behalf to a non-profit partner association.

Website

www.creativeaction.network



Social causes



Affordable products



Artive

Artive allows artists to create new dimensions of art by linking traditional with digital art. The digital layer opens the doors to a whole new world of possibilities. Artists can take visitors on a journey in time and explain what lies behind, enhance the artwork or tell a story. It is both a marketplace and a platform that connects artists and institutions, allowing the formers to create their pieces within their software.


Nowadays, this user-friendly augmented reality tool is being used by more than 60.000 users from around 90 countries and is changing how galleries, museums, and other art enthusiasts are producing and consuming art. By using smartphones as extensions of our bodies and senses, people are now able to experience new and sometimes impossible realities.

It's said that augmented reality prolongs visitation time, increases emotional engagement, and induces visitors to share the artworks on social media, making it an innovative service able to improve user experience and marketing strategies of the different art institutions.

Website


www.artive.com





Tusa
Daniela García · Colombia
2020 · Mixed Media
60 x 60 cm
€ 100

Like




Bitácora 2
Alejandro Naranjo · Colombia
2019 · Painting
110 x 120 cm
€ 900

Like

Price on request

Like



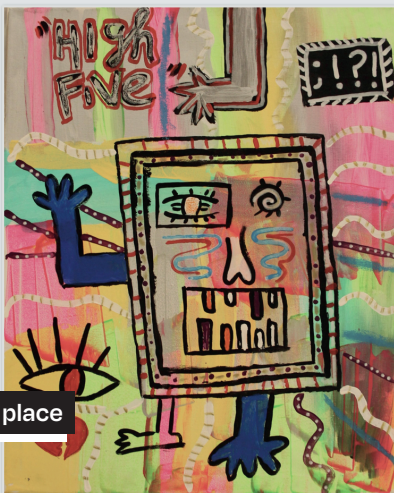
growing
Verónica Corradine Vargas · Colombia
2020 · Painting
50 x 70 cm
€ 77

Like

E-commerce

Bitácora 2
Alejandro Naranjo · Colombia
2019 · Painting
110 x 120 cm
€ 900


Like



High Five
Daniela García · Colombia
2021 · Painting
40.6 x 50.8 cm
€ 500

Like

Market place



Obra 2 Analogía de la Espera IV
Andrés Alfonso · Colombia
2017 · Painting
50 x 38 cm
€ 700

Like


Free of charge

Extra information

Digital interaction


growing
Verónica Corradine Vargas · Colombia
2020 · Painting
50 x 70 cm
€ 77

Like



Obra 3 Analogía de la Espera V
Andrés Alfonso · Colombia
2017 · Painting

This image contains sensitive content which may be inappropriate for viewers under 16.



Artmo

Artmo is a digital art platform that connects artists, art enthusiasts, galleries, and universities alike from over 120 countries. Inside this digital space, artists can sell their artworks without paying any commission to the platform, collectors can interact directly with the artists of their interest, and other art enthusiasts can read art news, watch videos about art projects, and connect with people that share similar interests.

Here, everyone can build a profile in which to display their work and concerns. Galleries, artists, and universities can post about what they are currently working on, the services they offer, future events and exhibitions, photos, and more, making themselves more accessible to people from all around the world.

What makes this website attractive for different users is the high-quality services and information at no charge. Unlike other similar online businesses, Artmo provides a marketplace, a social/professional network, an e-magazine, and an advertising space where no memberships or subscriptions are needed.

Website

www.artmo.com

Ecstase

Located in the Netherlands, it's an artwork seller with a space-universe concept that ships products worldwide. It consists of original, limited edition hanging pieces that come with different frameworks so customers with different styles can display them at home.

The mission behind the concept is to encourage people to think about new possible worlds and to get lost in the space of dreams and imagination. For this purpose, the core topic of outer space provides infinite possibilities for artists and collectors to get lost in fantasy and to wonder about the world we know and the ones we ignore.

As part of the business model, new visual artists are encouraged to submit their portfolios to be selected to be part of the artistic crew. The chosen ones get the possibility to sell their artwork on the website, create a profile where to link information about their work, and get a professional review about their style and creative process.

The artworks have different digital styles. There are illustrations, collages, and recently, some are experimenting with AR technologies.

Website

www.ecstase.com



ARTGASM

Marketing strategy

Limited editions

Collector and artist bond

Exclusive membership

Gift experience

WE'LL GIVE YOU MULTIPLE

Artgasm

Artgasm is a premium gift membership created by the New Orleans artist and designer Ashley Longshore. As part of the program, the customer, or his designated gift recipient, receives four special limited editions designer gifts a year, which together are priced at triple of the cost of the membership, and additionally get access to some extra unique surprises provided by the artist.

This exclusive membership program is an innovative strategy that allows the artist to engage and connect with her inner circle of fans and collectors on a more personal level. Only 250 members are allowed to subscribe, and only they have access to the unique collection of art pieces created for the program. This approach evokes a feeling of uniqueness and specialness among the members that strengthen the existing bond between collector and artist, reinforcing the artist's reputation in the market.

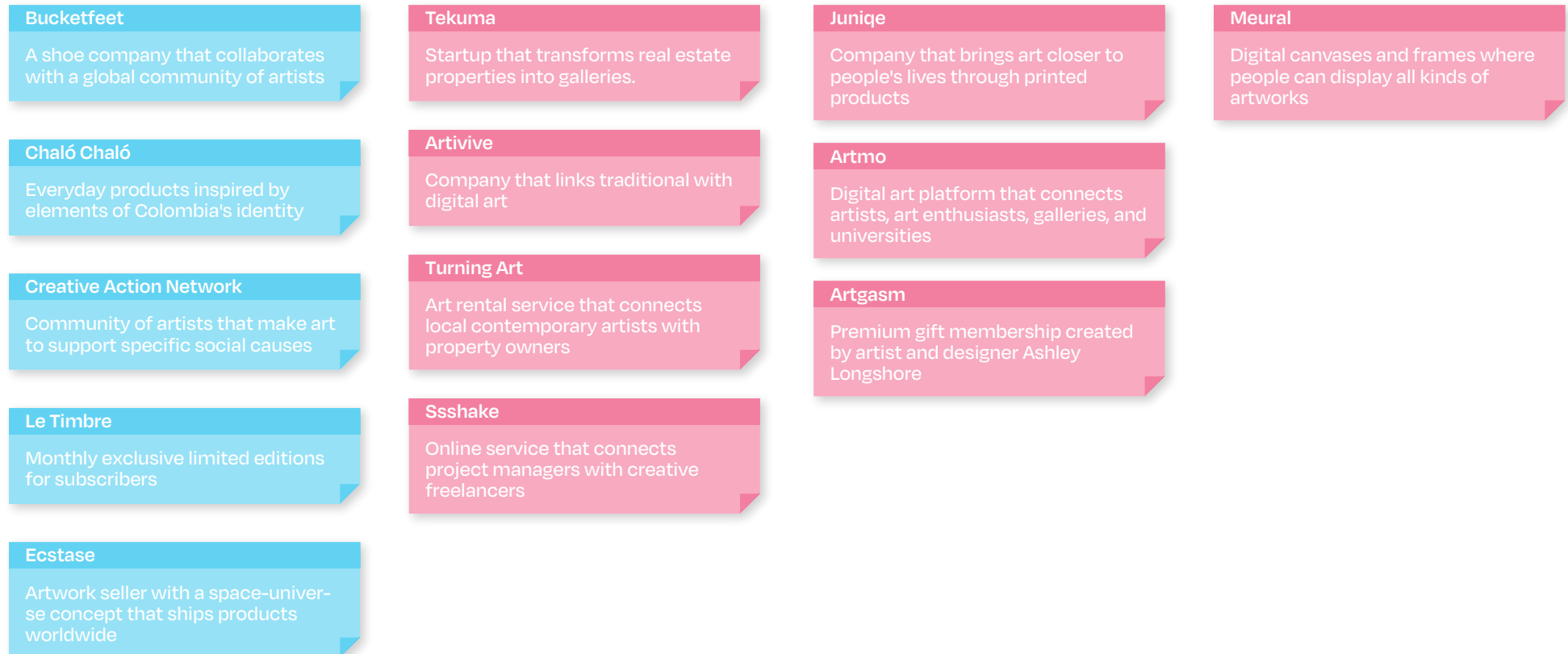
Regarding the service name, Artgasm refers to the feeling that subscribers experience once the gifts arrive at their doorsteps. An orgasm caused by art that adds a kinky touch to the whole service.

Website

www.ashleylongshore.com/artgasm/

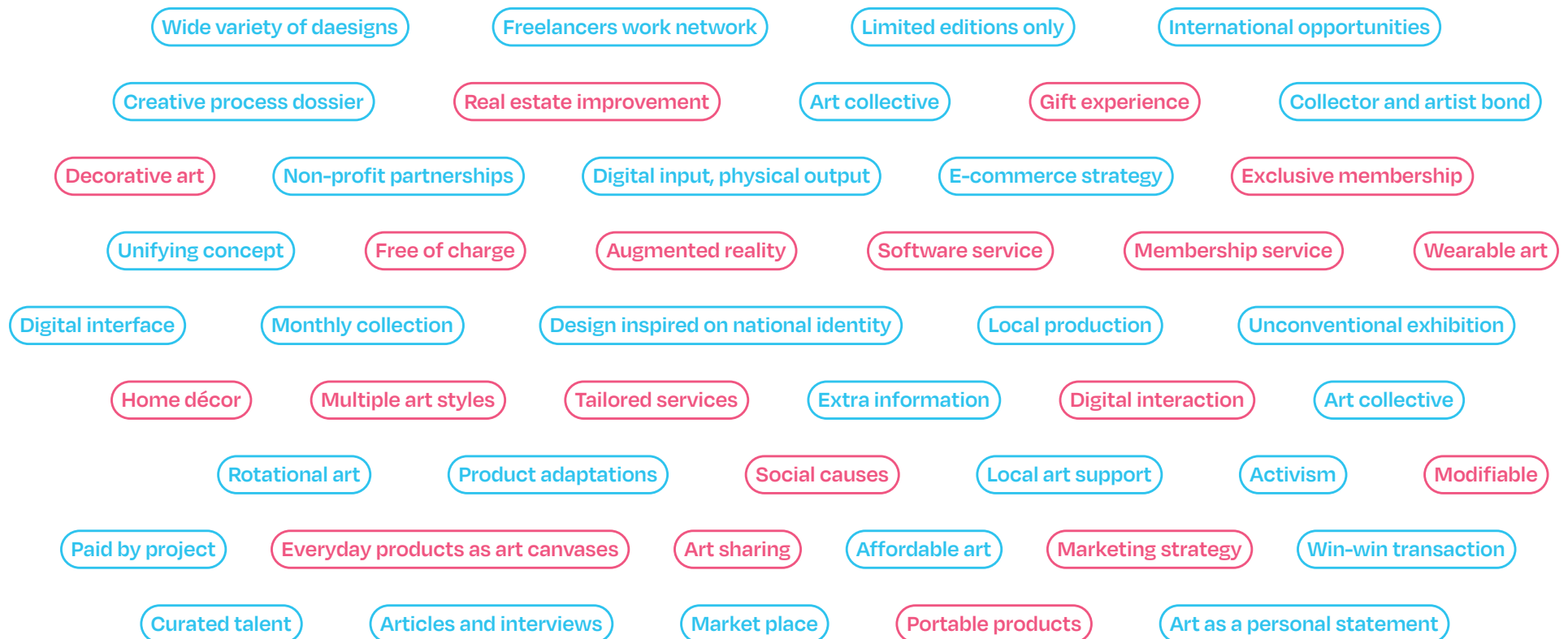
Analogs and antilogues diagram

Once the state of the art analysis was completed, a quick **analogs** and **antilogues** diagram was made to identify those case studies that feel more related to the venture we aim to create. The analogs are those more similar, and the antilogues are those more dissimilar. This diagram was helpful to mark some role model businesses from which get practical insights and inspiration.



In/Out diagram

The In/Out diagram analyses the insights resultant from the state of the art analysis and categorizes them into two groups. The first one (In group) gathers the insights that the team considers can be useful later on during the ideation process, and the second one (Out group) gathers the insights that feel more distant or less related to the project.



Objective

"Design an innovative business venture for the professional promotion of emerging local visual artists, who, through their art, will enhance the development of national cultural identity and pride."

- Develop a new business model with a *new and different added value strategy* (different from the one currently used by competitors in the local market).
- *Include emerging artists* that show interest in the venture.
- *Provide exposure* to contribute to the strengthening of the artist's reputation on the local market to boost their careers.
- *Provide a monetary profit* to the artist and an *alternative way to generate income*.
- Develop and commercialize *artworks inspired by the national culture, local community, etc.*

Guidelines

Art democratization

Art has had, throughout history, an intellectual connotation whether it is in a painting, sculpture, play, or a book, and often, it is associated with the more knowledgeable in a society. However, the main goal in its democratization is to make it more accessible to everyone, both in the physical aspect, but most importantly, with the knowledge and feeling of belonging.

Cultural inspiration

Take symbols of general Colombian pop culture, nature, folk, history, and traditions, among other topics, to create exciting artwork. Give the feeling of being close to the country by generating an environment influenced by art.

Local community support

Boost up and coming emerging artists with exposure and side business freelance-like opportunities. Give the visual arts community a platform where to express and show talent and be rewarded by it. Provide the local art market a place for artistic expressions inspired by national symbols and communities.

Art e-commerce

Digital presence is a must. With the recent pandemic conjuncture, most markets have started to migrate to the digital landscape. With art, even though galleries and fairs remain current, the transition to digital has long begun. The goal remains in the art commercialization but with the help of the new and ever-evolving digital channels.

Local-scale with global outlook

Business models tend to be replicable. With this in mind, the aim is to develop a sustainable one that could easily fit into other international contexts. Therefore, start local with the aim to grow into other markets.

Emerging visual artists

A group usually new in the market and still in a state of anonymity, who are starting their professional path in visual arts and that work to emerge and rise in the art world. They tend to participate in fairs and events and showcase their artworks on social media.

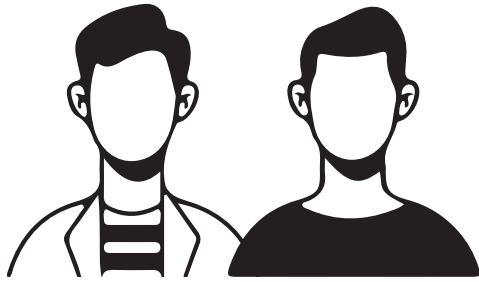
Social impact

For artists, a place where to think about their nation, get exposure and express their artworks and creative process. For customers, the opportunity to purchase exciting artwork, support local creative talent and strengthen the bond with the country. For the country, the enhancement of the national image in local and foreign contexts.

Intellectual production

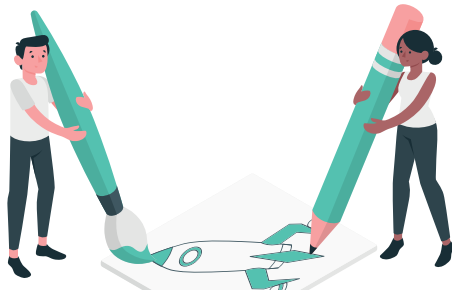
Intellectual production refers to the visible expression of a mental concept. In this case, the visual art pieces represent the ideas that go through the artist's creative process.

Main actors



Entrepreneurs

We are a team of two young Colombian guys, friends since middle school, who have different skill sets but share the goal of creating a meaningful business venture that can benefit ourselves and the surrounding community.



Visual Artists

A select group of emerging Colombian digital illustrators and graphic designers who seek to strengthen their reputation in the market. Despite their age, this group of visual artists have a defined and original work identity, a career on the rise, moderate work experience, some training in their field, and have had some success in the past.



Bogotá/Colombia

Bogotá will be the operational field for the startup, meaning that marketing, production, sales, and distribution efforts will occur within the city boundaries. However, Colombia will be the conceptual field from which to retrieve ideas and information for the art-making processes.



Young Bogotanian adults

A diverse group of people, with moderate economic independence, who despite their economic resources or regional heritage, is familiar with digital environments, supports local initiatives, loves the country, cares about the process, is into indie trends, and appreciates contemporary art and conceptual cultural expressions.

Market size

Emerging visual artist

The design team used the Facebook Insights software to calculate the approximate market size of emerging visual artists in Bogotá. This allowed us to identify the target market by filtering Facebook profiles according to demographic and psychographic variables, but most importantly, according to their interests and behavior on social media. This tool was very effective, especially in this particular case, since the target market segments correspond to an age range where the use of this social network is frequent despite the income levels, race, profession, or other variables of the users. Nevertheless, the final numbers only correspond to approximations as it is impossible to ensure that all people use social networks or have a single social network profile.

Location

Bogotá, Colombia

Total market size

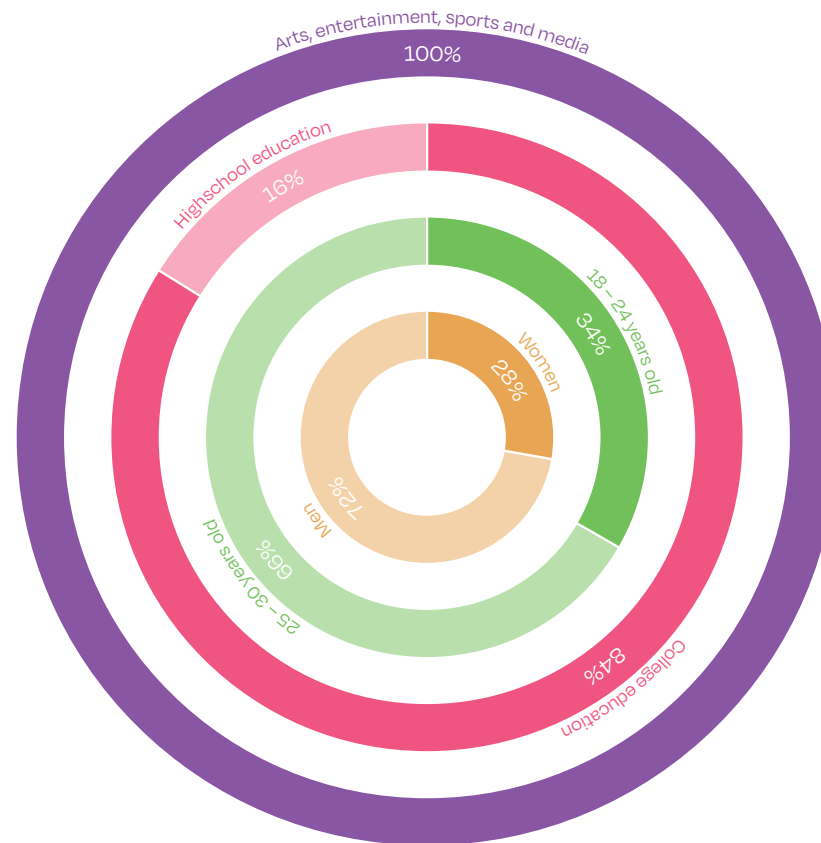
7.000 – 8.000 people

Reachable market percentage

0,5% - 5%

Reachable market size

40 – 400 people



Market size

Young Bogotanian adults

The design team used the Facebook Insights software to calculate the approximate market size of young Bogotanian adults. This allowed us to identify the target market by filtering Facebook profiles according to demographic and psychographic variables, but most importantly, according to their interests and behavior on social media. This tool was very effective, especially in this particular case, since the target market segments correspond to an age range where the use of this social network is frequent despite the income levels, race, profession, or other variables of the users. Nevertheless, the final numbers only correspond to approximations as it is impossible to ensure that all people use social networks or have a single social network profile.

Location

Bogotá, Colombia

Total market size

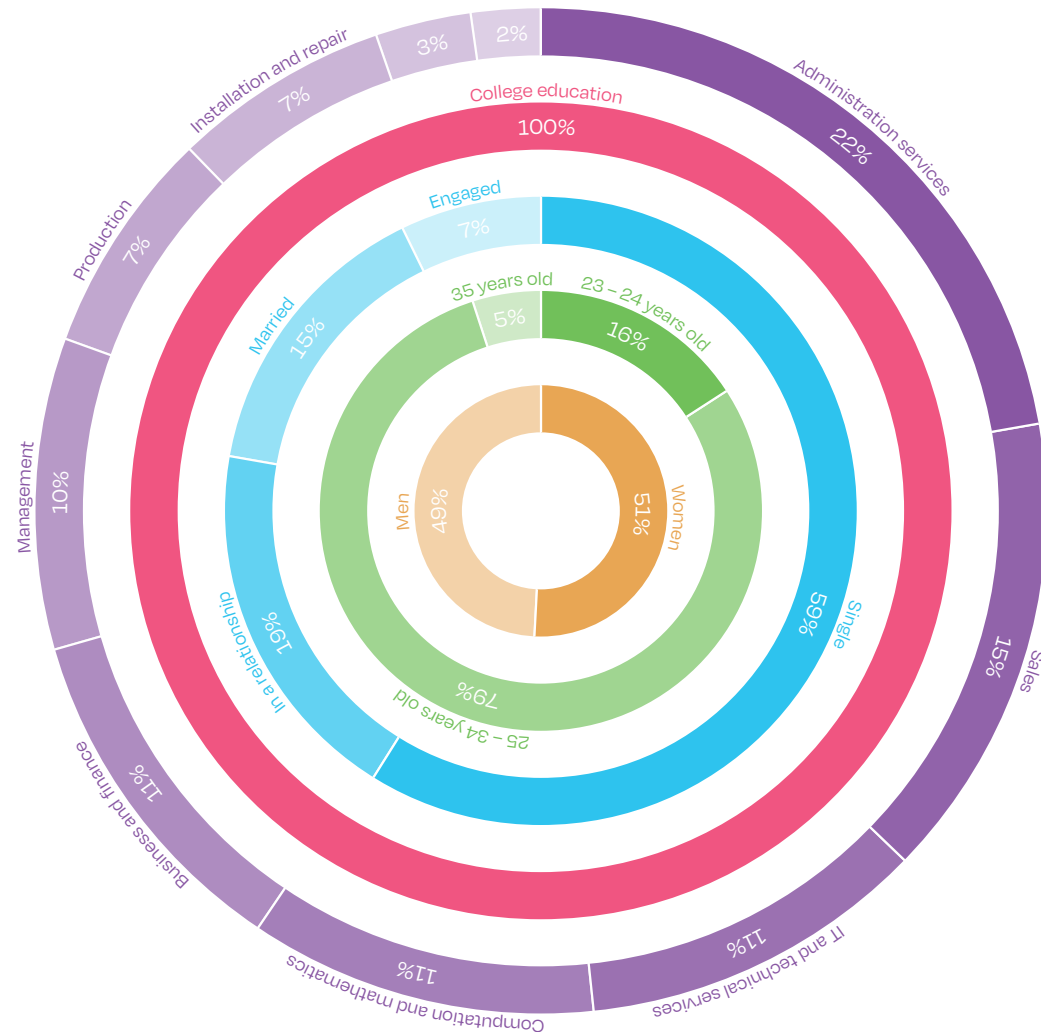
1'000.000 – 1'500.000 people

Reachable market percentage

1%

Reachable market size

10.000 – 15.000 people



Persona

Emerging visual artist

Profession

Graphic designer and illustrator

Location

Bogotá, Colombia

Life style

David has a busy and active lifestyle. As a free-lance designer, he is constantly working on multiple projects, visiting clients, and presenting projects all around the city. In his spare time, he enjoys hanging out with friends at the local bar, drawing on his Ipad while watching Black Mirror on Netflix, and listening to podcasts on Spotify.

Expectations and ambitions

He hopes to get a strong reputation in the design/art market that allows him to achieve comfortable economic stability, choose on which projects to work on, and invest in state-of-the-art gadgets for his studio.

Interests and hobbies

- Drawing and photography
- Music festivals
- Science fiction
- Videogames
- Travelling
- Art fairs





26.

Ana García

Spontaneous - Extroverted - Joker - Urban

Persona

Young Bogotanian adult

Profession

Radio host

Location

Bogotá, Colombia

Life style

Ana is an extroverted girl who is starting her professional career at a local radio station. At work, she is constantly reading about the latest news of the music industry and scrolling on social media and digital forums looking for interesting tips and information to convey to her listeners. In her spare time, she loves going out with her friends to local flea markets, go to concerts, and visit bars where to meet new people.

Expectations and ambitions

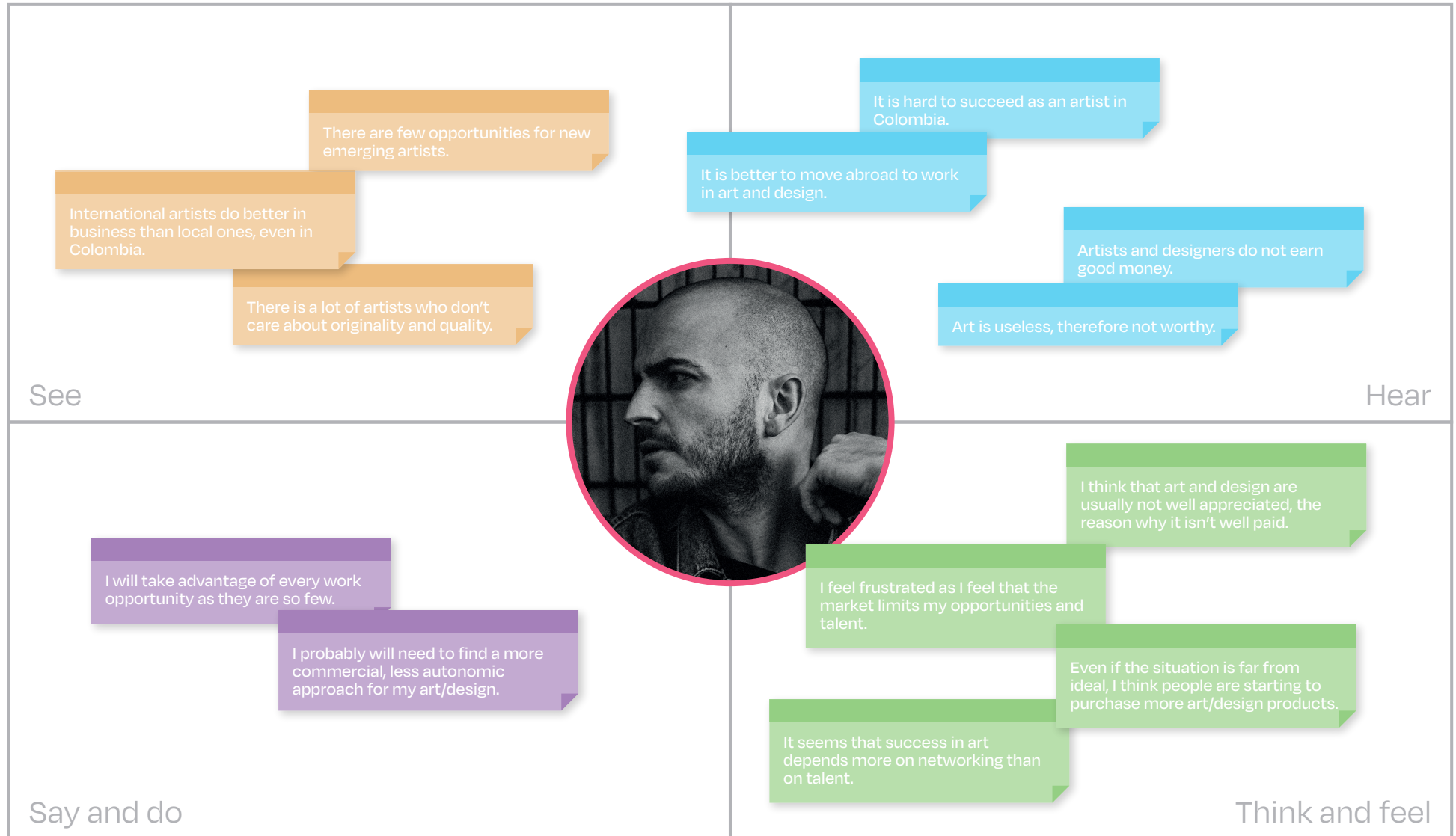
She soon hopes to have enough money to move from her parents' house and start a new life adventure with her BFF/future roommate.

Interests and hobbies

- Pop and indie music
- Streetwear fashion
- Vintage shopping
- Skateboarding
- Art and design
- Vinyl hunting

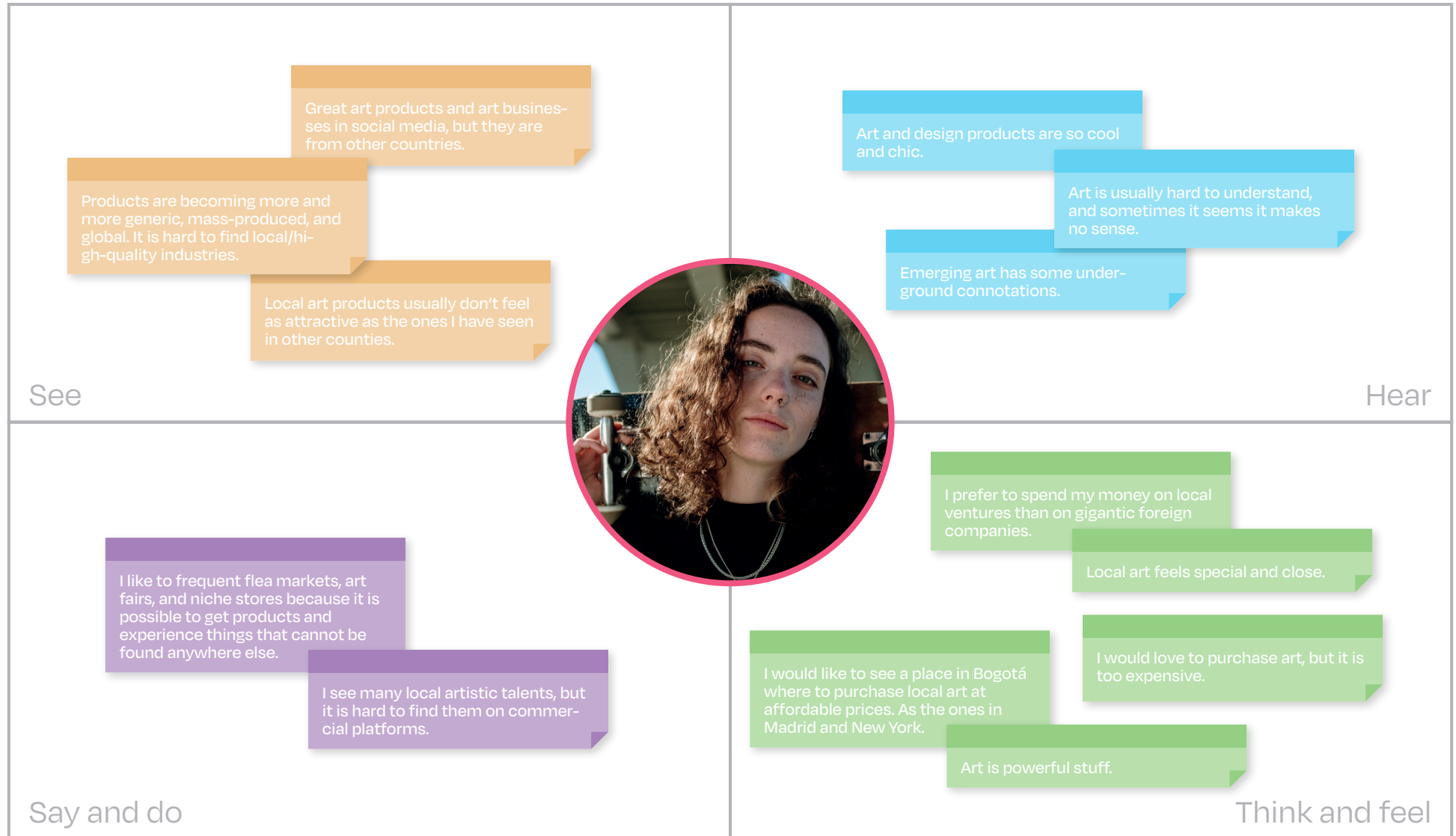
Empathy map

Emerging visual artist



Empathy map

Young Bogotanian adult



Business concept

A streetwear gallery of sustainable limited edition art products inspired by Colombia's future. Each item is made by a local emerging artist who is challenged to devise, through his talent and personal style, a nonexistent reality of what the surrounding community thinks or wants the country's future will look like.

It is a freelance opportunity for emerging artists to freely express their ideas and skills with a larger audience, to be part of a local art community, to access new professional opportunities, to contribute to the collective imaginary of the local communities to conceive possible new futures, and of course to make some profit while doing so.

Expected outcomes

Some of the expected outcomes from the business venture intend to contribute to the natural environment, others aim to support local industries and local talent, a few seek to create new connections between people, others to facilitate access to cultural expressions, and others to encourage people to think about the future of their community.



Enhancement of the
local art market



Promotion of local
emerging artists



Low environmental
impact products



Art democratization through
affordable art pieces



Community reflection
about the country's future



Creation of an emerging
creative community

Business model canvas diagram



Benchmarking

On this benchmarking are identified and analyzed a couple of possible competitors for this new business venture. All of them are located on the same territory, belong to the same economic sector, are small businesses/startups, share similar concepts and values, and sell similar products. This analysis allowed us to recognize key factors of the market and to generate possible strategies to make some innovation and differentiation that could provide some competitive advantage.



Alfabeto



Dark Place



Clean Indumentaria



Diantres



Suicidal Forms Clothing



Friki Freak



Cloud Ten

Cloud Ten

Cloud Ten is an independent urban fashion brand and at the same time a creative collective. Since its foundation in 2017, it has offered wearable products designed and produced 100% by Colombian industries.

What are they good at

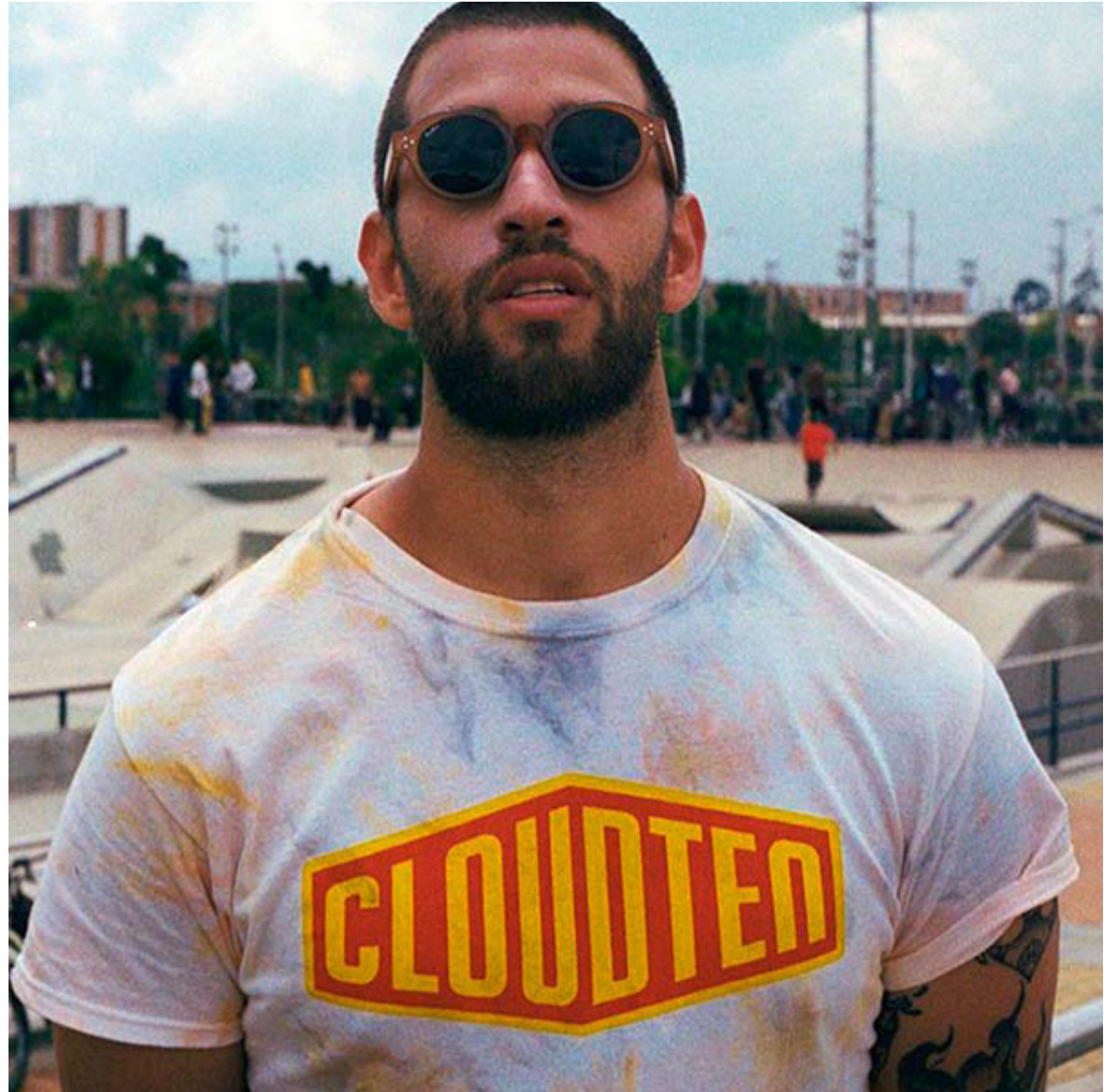
- Affordable prices
- Present in different shops
- Well designed marketplace
- Products for different budgets
- Blog and a space to promote different art forms such as rap music

What are they not so good at

- Disorganized
- Slow product rotation
- Not great variety of products
- Weak collaborations with artists
- Unprofessional social network profiles

Website

<https://cloudtenbrand.co>



Diantres

Wearable products, accessories, and collectible products are designed and directed by the artists and designers of Bestial Studio. Among the products can be found t-shirts, hats, swimming suits, and agendas.

What are they good at

- Clean website
- Affordable prices
- Good photography
- Art blog on the website
- Link to an established studio

What are they not so good at

- Still a young brand
- Some weak designs
- Slow product rotation
- Not great variety of products
- Not an e-commerce marketplace

Website

www.diantres.co



Dark Place

Independent urban fashion brand created during the pandemic. All the products are inspired by the traditional tattoo style. Bright colors, stylized typefaces, and Asian and urban symbols are present on all garments.

What are they good at

- Clean website
- Affordable prices
- Unifying concept
- Strong visual identity
- Great product diversity

What are they not so good at

- Few cloth formats
- Slow product rotation
- No deep information about the artworks

Website

www.soydarkplace.com





Suicidal Forms

Independent streetwear brand with strong printed designs. The jackets, t-shirts, and pins carry a strong visual identity where snakes, tigers, skulls, and dinosaurs are protagonists. All products can be purchased through Instagram.

What are they good at

- Small production
- Unifying concept
- Strong visual identity
- Great product diversity
- Strong social network presence

What are they not so good at

- Very niche audience
- Only Instagram presence
- No catalog nor marketplace
- Many American referents
- Small and disorganized store

Website

www.instagram.com/suicidalformsclothing/

Alfabeto

Design products made with images created by in-house artists. Their style is classic, feminine, and mostly monochromatic. What makes this business model different is that they have a product category for each alphabet letter.

What are they good at

- Singular identity
- Unifying concept
- Great product rotation
- Creative business concept
- Strong social network presence

What are they not so good at

- All products look the same
- Little variety of styles
- No catalog nor marketplace
- Only Instagram presence

Website

www.instagram.com/alfabetobogota/





Clean

A brand that makes all kinds of products for street cyclists. The wearable pieces and the bike accessories are all made in collaboration with established local illustrators. Besides that, the brand supports local cycling events.

What are they good at

- Unifying concept
- Strong visual identity
- Great collaborations with local artists
- Support of local talent
- Presence in local events

What are they not so good at

- No catalog nor marketplace
- Only Instagram presence

Website

www.instagram.com/cleanindumentaria/

Friki Freak

A brand that uses the clothes fabrics as canvases for appealing illustrations. Each collection tells a story, and each item has a unique identity. All collections have few items, a feature that makes them very precious.

What are they good at

- Small production
- Great photography
- High-quality designs
- Good product variety
- Strong social network presence

What are they not so good at

- Slow product rotation
- Only Instagram presence
- Relatively expensive prices
- No catalog nor marketplace

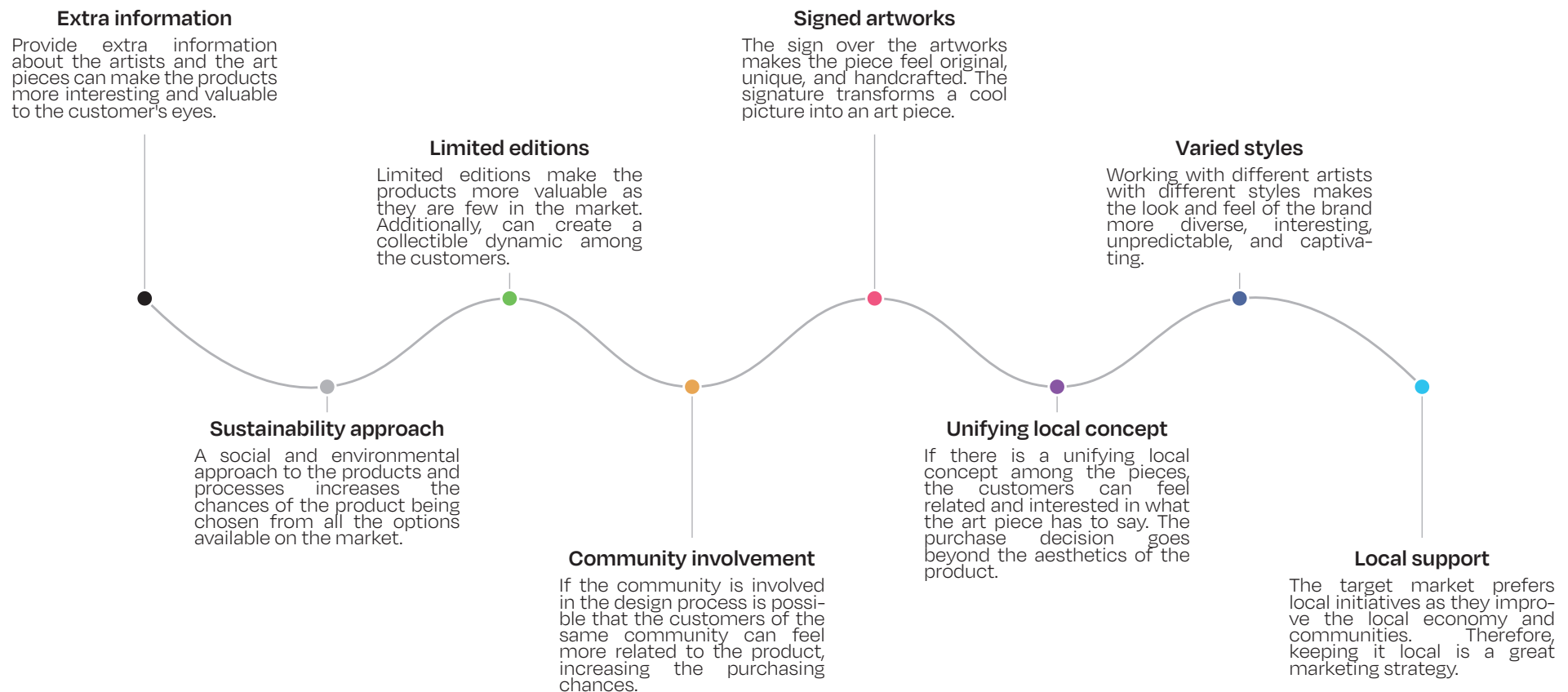
Website

www.instagram.com/friki.freak/



Benchmarking analysis

After analyzing the different competitors, it was possible to identify and define some strategies that could give us some added value features for our products to enter the market with a strong brand statement. The following conclusions are strategies that aim to make this new business venture stronger in comparison to what is already there in the local market.



Stakeholders

In this section are identified the different actors and suppliers involved across the ideation, production, and distribution processes of the final service/product. All of them, as stated on the project guidelines, are local industries or persons that produce high-quality resources that contribute to building the high standard quality of the final product.





Casa Calle 81

Headquarters

Former photographic studio located in a strategic neighborhood of the Chapinero locality commonly frequented by young adults. It's surrounded by advertising agencies, shopping malls, and small casual local bars and restaurants that offer high-quality food at reasonable prices. The studio was from the father of one of the entrepreneurs, but currently is available and ready to be used as the headquarters or/and store for the startup.

These headquarters are not included in the "financial aspects" chapter because the first year will be a trial period for the whole venture in which non-essential services that add additional costs will not be taken into consideration.

Fokus Green

Supplier and printing service

Company from Antioquia that creates all kinds of sustainable streetwear products with 100% local recycled PET bottles and cotton textile wastes. Additionally, they offer a personalized printing service over their products for different fashion brands.

Website

www.fokusgreen.com





Taller Trez

Packaging supplier

Local art studio specialized in traditional/hand-crafted printing techniques. They offer design and printing services (mostly on paper) for different projects.

Website

www.tallertrez.com

Behance

Talent scouting

Website where all kinds of creative professionals upload portfolios. Here is possible to contact people by their location or artistic genre.

Website

www.behance.net



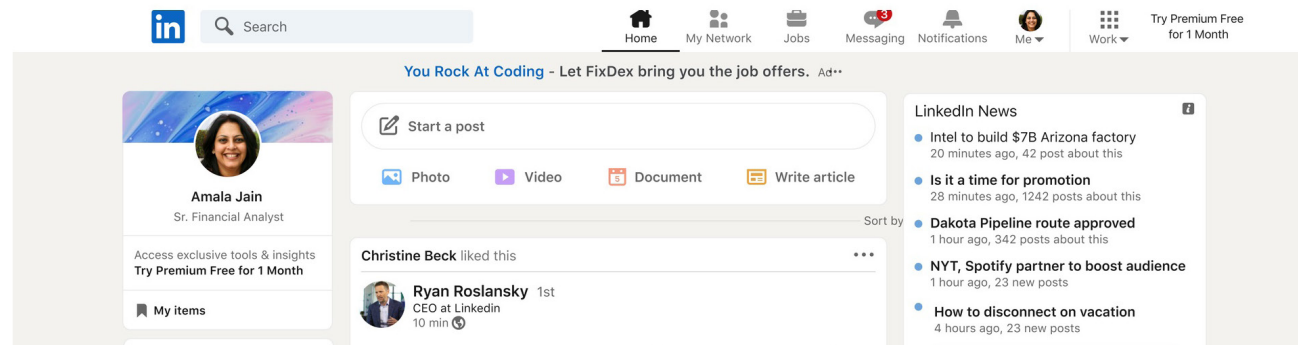
LinkedIn

Talent scouting

A social network where all kinds of professionals upload their CVs and portfolios to access new job opportunities.

Website

www.linkedin.com



S.V. Bacánika

Talent scouting

An annual competition for local illustrators, visual artists, and graphic designers. It is a great place where to discover new talents.

Website

www.bacanika.com





Envío Click

Delivery services

Shipping company that connects small and medium businesses with the largest shipping companies of the country (FedEx, Envía, Coordinadora, etc) to provide affordable and efficient delivery services. With their AI technologies, it's possible to identify the most convenient delivery option and track the packages in real-time without paying a subscription fee.

Website

www.envioclick.com/co

Community

Inspiration supplier

The community is invited to express their thoughts and ideas about the future of the country through a digital “what if” urn on the social networks of the venture. Those ideas and concepts are later gathered, filtered, and delivered to the selected artists who are in charge of reinterpreting and transform them into appealing artworks.



Exhibition space

This exhibition space is not included in the “financial aspects” chapter because the first year will be a trial period for the whole venture in which non-essential services that add additional costs will not be taken into consideration. For the trial period, all sales will be through digital channels.

<https://shop.mambogota.com>

Artists

Creative suppliers

This is the first batch of local emerging artists pre-selected for the creation of the first product collection. This group of 10 will be later reduced to 6 as each collection is designed to host a maximum of 6 artists.

Selection criteria

1. Artists in an early stage of their career.
2. They are not hobby artists nor established artists.
3. Have developed some level of originality and clear identity in their work.
4. Have created a moderate body of work.
5. Have some formal or informal specialized training in their field.
6. Have had some kind of success that confirms their potential.
7. Are starting to build a strong reputation in the art market.
8. Have a career on the rise.
9. Their artistic style matches the target market's interests.



Final Art

Sebastián Pérez Villa

www.behance.net/sperezv9



Aura Milena Gaitán Durand

www.behance.net/auradunand



Retroxi Santana

www.behance.net/santanaTLR



Hermana Celeste

www.behance.net/hermanaceleste



Freddo

www.behance.net/Freddoillustra



Adriana Herrera

www.behance.net/AdriannaHerrera



Juan Burbano

www.behance.net/juanbarbazul



Leonardo Gómez

www.behance.net/LeonardoGomez98



Eliana Zapata

www.ritosinsermones.com



Anna Sánchez

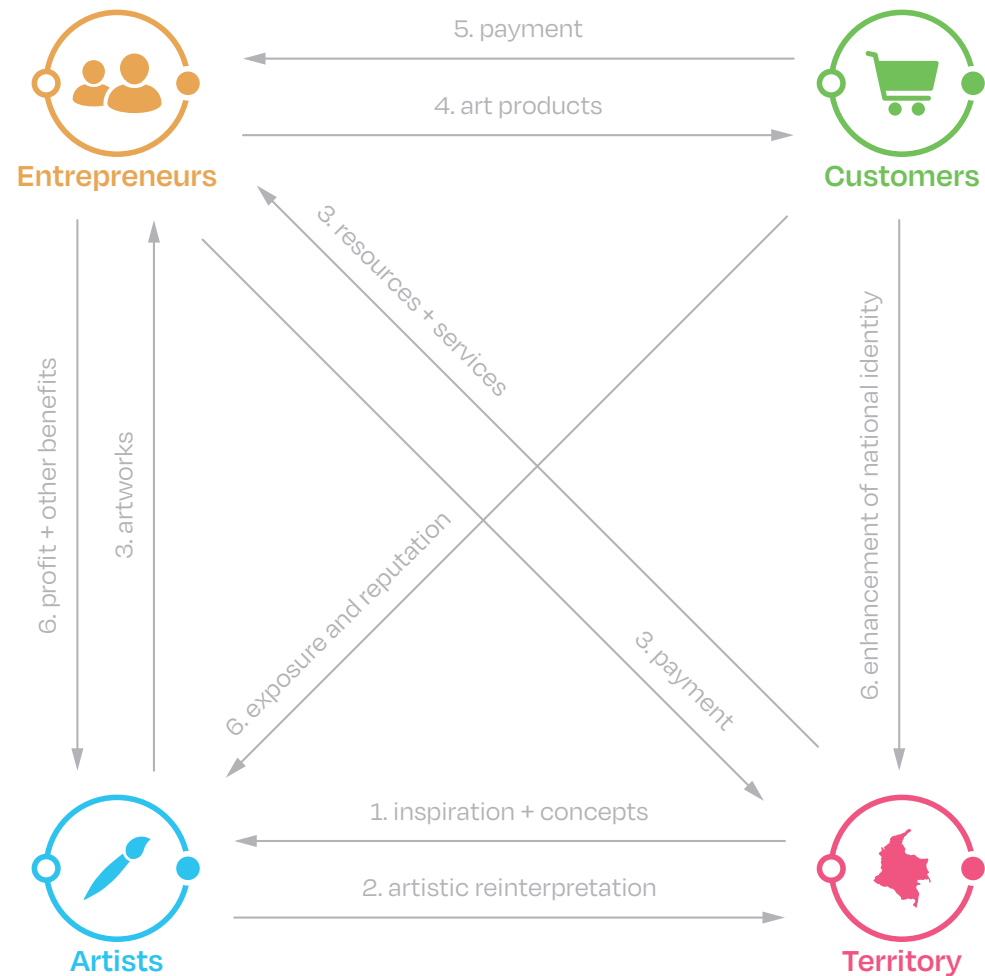
www.behance.net/annasanchez

ERAF system diagram

The ERAF System Diagram shows the different components of the project system and the flows and connections present among them. This map is an effective tool to analyze the complexity of the system, which helps to comprehend and identify the main dynamics and activities of its operation.

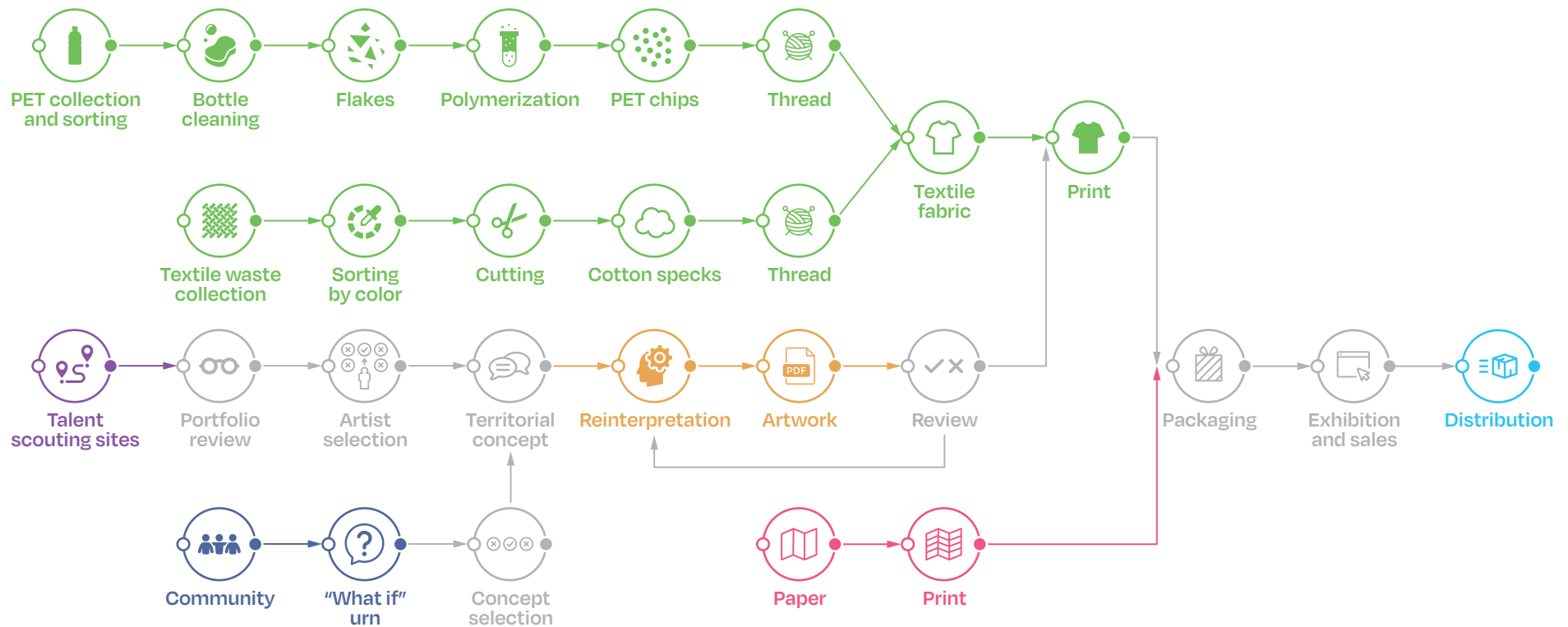
In this case, the territory provides the artists the inspiration and concepts needed to support the creative process (1), the artists make an artistic reinterpretation of those concepts and elements and create the artworks based on territorial features (2), those artworks are sent to the entrepreneurs/venture where in conjunction with other material resources and services provided by the territory (3) are transformed into affordable art products that are sold to customers (4) in exchange of monetary payment (5), generating an economic profit for the emerging artists, an increase of that artist exposure and reputation in the market as their work reach larger audiences, and an enhancement of the national identity of the country as elements of national concern are portrayed and distributed as artistic local expressions (6).

It is important to keep in mind that this diagram only shows in a general way the main flows existing between the main actors.



Workflow diagram

This diagram shows the different processes needed to make, commercialize, and distribute the products of the business venture. Additionally, it can be seen how the stakeholders interact with each other and which part they play in the flow chain.



Minimum viable product

Sustainable fabric
50% recycled cotton and 50% recycled PET

Limited edition
There are limited editions for each design
and each item has an edition number

Artist and location
Each item has the artist's
name and location



Tag

On one side, the tag has a photo of the artist, a brief description of his artwork, and a link to his portfolio. On the other, there is the name of the collection and a QR code to access it.



Signature

Each item is signed by the artist



By David Manrique
Bogotá, Colombia



By Retroxi Santana
Bogotá, Colombia



By Hermana Celeste
Bogotá, Colombia



By Freddo
Bogotá, Colombia



By Anna Sánchez
Bogotá, Colombia



By Eliana Zapata
Bogotá, Colombia

The collections

Each collection will be designed by 6 emerging local artists who are in charge of expressing through their artistic style the community's opinion/imagination about a topic that talks about the country's future. Each collection will gather 1 core concept developed by the community, 6 artists, 6 designs, and 600 limited edition items (100 for each design). All products will have the same price (to make the commercial field even for all artists) and will be available for only 2 months on the social media profiles of the startup (after that period, the whole collection is replaced by a new one).





GUE
RAE
100

043/100
By Eliana Zapata
Bogotá, Colombia

043/100
By Anna Sánchez
Bogotá, Colombia

Added value

As said before, these products have an added value that neither of the competitors currently offers. The idea for these “added value features” is to generate a differentiation strategy among the competitors that allows the brand to compete with larger and more established brands without lowering prices, offering promotions, or lowering the quality of the materials to reduce production costs.

Added value features

- Local art support.
- Artistic co-creation with the local community.
- Community reflection on its present and future.
- Meaningful products.
- Emerging artists promotion.
- Affordable art pieces.
- Signed artworks.
- Limited edition products.
- Sustainable products (recycled material resources and community enhancement through artistic expressions).
- A wide diversity of aesthetics and styles.
- 100% locally made.



Brand

GALERIA 100

Galeria 100 is a brand concept in which customers are treated as collectors, products as art pieces, and territories and communities as endless sources of inspiration.

The name comes from the mix of two components. The first one ("Galeria") suggests to the customers that this is not another conventional store, it is instead a space where emerging local artists can display and sell their works of art in a new and innovative way. The second one ("100") is the surname of the brand and is the unifying concept present across all products (there are only 100 units of each design, all designs have the same price of \$100.000 COP, there are 100% locally produced and with 100% of sustainable fabric).

BRAND VALUES

Artists come first

The artists are the protagonists of the brand. Recognition must always be given to the creators, and nothing can overshadow their authorship (not even the brand itself).

Diversity shelter

There is absolute respect for diversity of styles, ideas, and points of view. At Galeria 100, we are always looking for something new and different.

Equity pact

At Galeria 100, all artists are considered equals. They have access to the same exposure, are paid the same amount of money, and all their products have the same price.

Community involvement

At Galeria 100, the community is always treated as a source of inspiration and as an essential component of the design process. Here, people are more than just customers.

Always on constant expectation

At all moments, the brand must keep an expectation state among its followers. Followers, customers, and other stakeholders must always feel that good and unexpected things will happen at Galeria 100.

LOGO

Minimal aesthetics

One color and simple shapes to give identity but to not overshadow the artist's art pieces.

Square shape

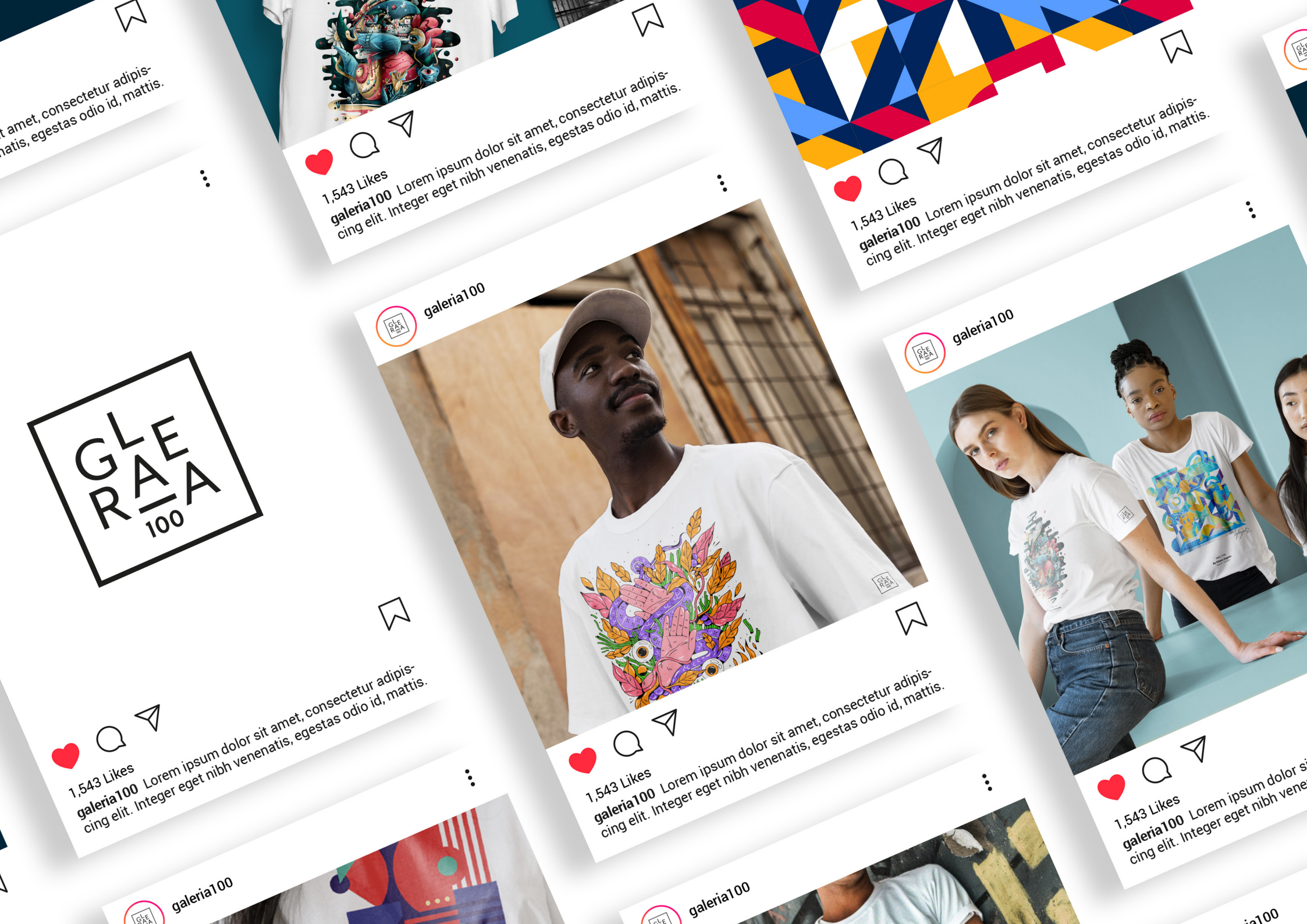
It represents the diversity shelter where all shapes, styles, and orientations can safely coexist.

Disorganized configuration

An irregular and difficult-to-read configuration that challenges the viewer to discover meaning beyond the apparent.







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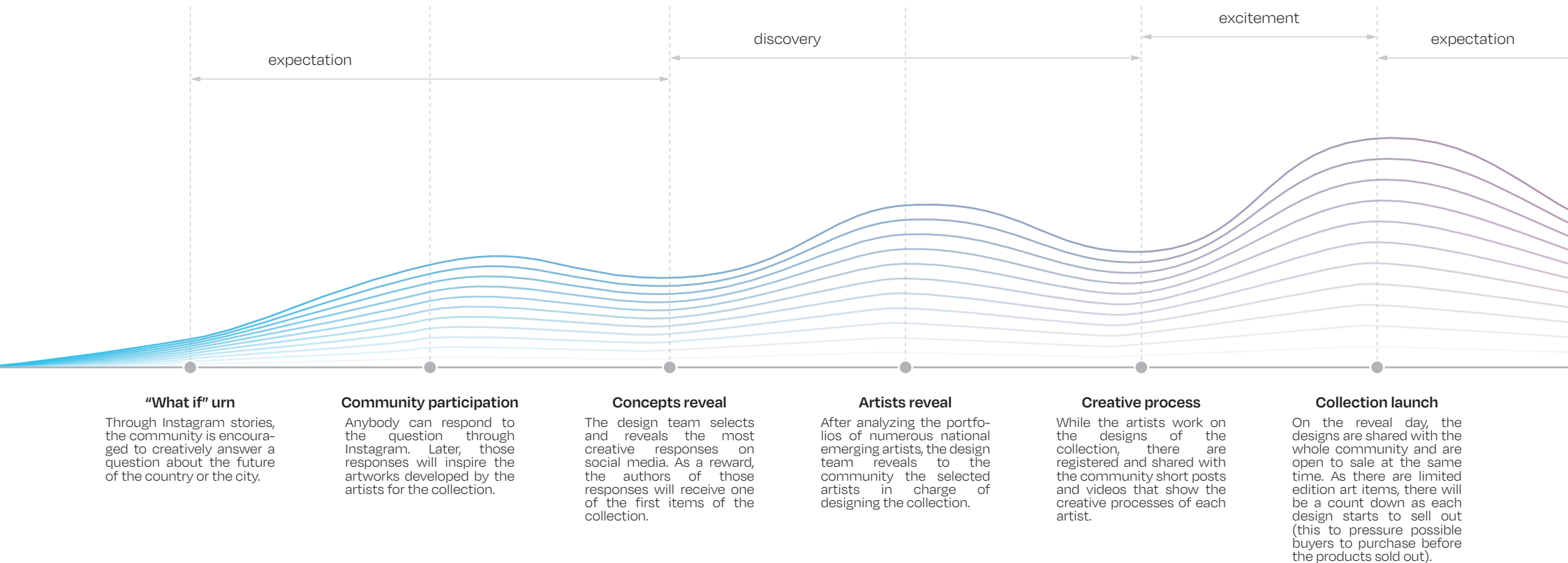
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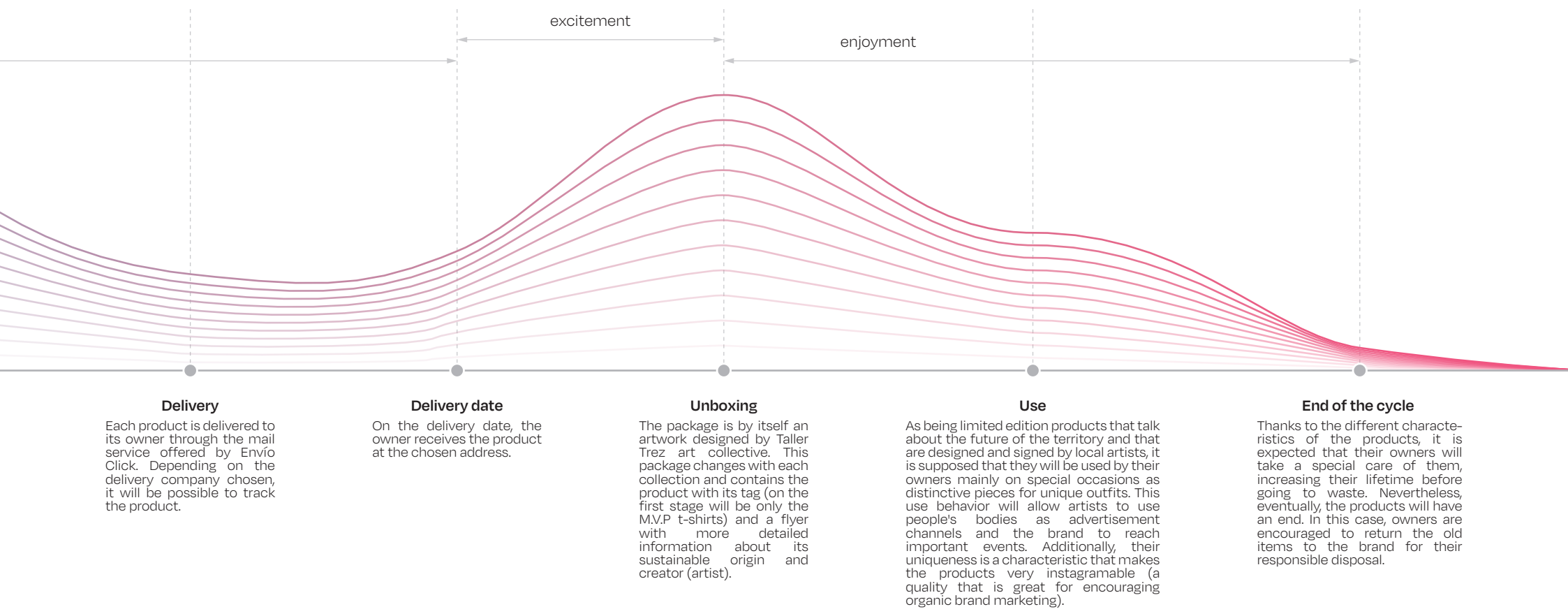
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Customer journey map





Financial aspects

The financial strategy aims to reduce the number of in-house processes to the minimum, so all the needed services and materials are purchased from external stakeholders. This allows linking many professional stakeholders with high-quality know-hows without generating the fixed expenses and legal responsibilities of having them as internal components of the company. There is no need to hire employees, buy machinery, rent an office, or spend large amounts of money in inventories to start functioning. It is a plan that reduces the initial investment financial risk allowing the two entrepreneurs to keep their current jobs without compromising the final quality of the product and service.

However, it is necessary to highlight that this strategy is designed for the first year of sales while the concept, service, and product are tested and adjusted under real market conditions. In consequence, these financial aspects are for a 1-year test trial of the business venture (over-time, quantities, costs, and prices can change as the business evolves).

Initial investment

The initial investment for the production, commercialization, and distribution of one MVP collection (600 product units) it's very cheap. Due

to the business model design, there is no need to spend considerable amounts of money on fixed assets or employees because the only businesses processes that will occur in-house are conceptualization, packaging, marketing, and sales. Having this into consideration, it is not necessary to spend money on facilities as all production processes will be hired from external partners, there is no need to buy expensive tools or machinery as there will be no operational processes happening inside the company, there is no need to purchase vehicles for distribution as the delivery of the products will be in charge of an external delivery company, it is not necessary to spend money on storage as collections have few small units and happen one at a time (not simultaneously), and there is no need to spend money on exhibition spaces or advertising as all sales and marketing will occur through social networks profiles (which are free of charge). Additionally, all the in-house activities will be carried out by the two entrepreneurs as home office activities during the initial stages of the project. In conclusion, the initial investment will be around \$32'854.400 COP (around \$8.500 USD) that is the production cost of the first MVP collection that gathers 6 artists, 6 designs, and 600 available units.

Labor cost

In the initial stage of the project, there will be only 2 employees in charge of all the in-house processes (conceptualization, packaging, marketing, and sales). But considering that these 2 employees are the same 2 owners of the company, who have the same share equity and who receive the totality of the profit, there will not be additional monetary remuneration for either of them (no wages, sales commissions, bonuses, etc.).

Fixed expenses

As the initial investment, the fixed expenses are also low. By not having a payroll, facilities, facilities utilities, or any other kind of considerable assets, the totality of the fixed expenses are the sum of a **monthly fee of \$250.000 COP (around \$65 USD) that will be invested in digital courses and business consulting for entrepreneurs, plus a monthly saving of \$250.000 COP (around \$65 USD) for unforeseen expenses.**

FIXED EXPENSES		
EXPENSE	TIME PERIOD	COST
Consulting	Monthly	\$250.000
Unforeseen expenses	Monthly	\$250.000
TOTAL		\$500.000

Unit variable cost

The total production cost of 1 MVP unit is \$54.757COP (around \$14 USD). This cost gathers the t-shirt production (with its sustainable fabric), the artwork prints over the fabric, one printed tag (with the artist and artwork information), the packaging expenses, and the artist fee for his design.

UNIT VARIABLE COST			
MATERIAL / PROCESS	SUPPLIER	QUANTITY	COST
T shirt	Fokus Green	100	\$2'900.000
Print	Fokus Green	100	\$500.000
Tag (9cm x 5,5cm)	Printu	100	\$112.200
Packaging desingn	Taller Trez	1	\$83.333
Packaging (15,25 x 25,5)	Printu	100	\$380.200
Artist Fee	Each artists	1	\$1'500.000
TOTAL COST: 100 UNITS (1 ARTIST)			\$5'475.733
TOTAL COST: 1 UNIT			\$54.757
TOTAL COLLECTION COST: 600 UNITS (6 ARTISTS)			\$32'854.400

Price

The price was defined after analyzing the price strategy of two groups of competitors that offer similar products to the same target market: small local brands and large international brands. The average price for small local brands is around \$55.000 COP (around \$14 USD), and for the established foreign brands around \$92.000 COP (around \$24 USD); however, we decided to set the **final price at \$100.000 COP (around \$26 USD IVA included), which may seem a little expensive in comparison with the competition, but that carries an added value that none of the other brands offer** (100% sustainable fabric, 100% of local suppliers, limited edition items, signed artworks, community involvement during the creative process, local art support, extra information about the art pieces and its creators, and unpredictable styles and look and feels). This price gathers the unit variable cost plus the 19% IVA tax on sales plus the contribution margin of 35% that covers fixed expenses and profit.

SMALL COMPETITORS PRICE ANALYSIS		
COMPETITOR	PRODUCT REFERENCE	PRICE
Cloud Ten	Chrome tee (printed t-shirt)	\$65.000
Diantres	Ocho Años (printed t-shirt)	\$55.000
Dark Place	Wild Days (printed t-shirt)	\$40.000
Suicidal Forms	Latina (printed t-shirt)	\$50.000
Clean	Yoda x Clean (printed t-shirt)	\$50.000
Friki Freak	Get Elevated (printed t-shirt)	\$60.000
AVERAGE PRICE		\$53.333

COMPETITORS AVERAGE PRICE	\$72.658
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LARGE COMPETITORS PRICE ANALYSIS		
COMPETITOR	PRODUCT REFERENCE	PRICE
Zara	Estampado geométrico (printed t-shirt)	\$120.000
Bershka	Regular fit print (printed t-shirt)	\$60.000
American Eagle	Gaphic Shirt (printed t-shirt)	\$120.000
Pull and bear	Camiseta blanca John Lennon (printed t-shirt)	\$89.900
MAMBO Store	Agua de Arias (printed t-shirt)	\$120.000
Matelsa	Box fit ilustración (printed t-shirt)	\$42.000
AVERAGE PRICE		\$91.983

PRICE	
MVP Cost (1 unit)	\$54.757
Contribution margin	35%
MVP PRICE (1 UNIT)	\$84.242
IVA (19%)	\$16.000
FINAL PRICE	\$100.000

Break-even point

For each collection, it is necessary to sell at least 57% of the units to reach the break-even point, meaning that every 2 months, the brand must sell at least **338 units to cover the variable costs and fixed expenses.**

Maximum profit

If all 600 items of each collection are sold in the time range of 2 months, the maximum profit possible will be **\$16'690.000 COP (around \$4.000 USD).**

Sales projections

The plan is to launch one collection of 600 units every 2 months, which are 6 collections a year (this frequency can change over the years once the operating system is more robust and the brand is more established in the market). **For the first collection (month 1 and 2), the target is to reach at least the break-even point** with 338 units sold that represent \$33'854.400 COP (around \$8.750 USD); **from then on, the objective is to increase sales 10% every collection (2 months)** making month 12 the most profitable of the first year with 544 units sold that represent \$54'522.850 COP (around \$14.100 USD) in income and with \$15'039.687 COP (around \$3.800 USD) in profit.

BREAK-EVEN POINT	
Collection cost (600 units)	\$32'854.400
Fixed expenses (2 months)	\$1'000.000
TOTAL EXPENSES (2 MONTHS)	\$33'854.400
UNITS NEEDED TO BE SOLD TO REACH BREAK-EVEN POINT	338
PERCENTAGE (%) OF UNITS TO REACH BREAK EVEN POINT	56,28%

MAXIMUM PROFIT FOR COLLECTION	
Total units	600
MVP cost per unit	\$54.757
IVA per unit	\$16.000
Unit price	\$100.000
Fixed expenses (2 months)	\$1'000.000
MAXIMUM PROFIT	\$16'690.831

SALES PROJECTIONS YEAR 1		
TIME PERIOD	UNITS	INCOME
January - February	338	\$33'854.400
March - April	371	\$37'239.840
May - June	409	\$40'963.824
July - August	449	\$45'060.206
September - October	494	\$49'566.227
November - December	544	\$54'522.850
TOTAL INCOME		\$261'207.347
SALES INCREASE BY TIME PERIOD		10%

Feedback and other considerations

This final section gathers a series of considerations and thoughts about the main concerns regarding the launch of the startup, in relation to the improvement of the project in further development steps, and relative to the business growth if the first year of the trial period is a success.

Main concerns about the startup launch

- The business idea is easy to understand, which makes it easy to be copied by competitors if the concept eventually succeeds.
- There is a high chance that the business will take more effort and resources than what was initially planned, and this could generate a situation where one of the entrepreneurs would have to choose between his current job and the startup.
- It is possible that customers will not appreciate all the intangible features of the product as it is expected to happen, which could make the perception of the brand shift from innovative and socially sustainable to dull.
- There is little control over the final quality of the product as all production processes are carried out by external stakeholders, a situation that may compromise the perception of the brand in the market.

How could the project improve in further development steps?

- It can be added new differentiation features to the MVP to make it stand out more from the competition.
- There is the possibility that soon there will be more suppliers that offer the same quality of resources which could help us to lower our costs.
- Each collection could gather more artists to make it even more diverse.
- The “future concept” can eventually migrate to another territorial concept to dynamize the brand.

How could the business expand after the trial period?

- The brand can migrate the concept of “artistic intervention over ordinary products” to new product categories (accessories, vehicles, packaging, etc.).
- It can be organized collaborations between established and emerging artists to boost the professional career of the second ones.
- It can be organized collaborations with established brands to make artistic interventions over their products (the concept of the MVP can also become a B2B service).
- There is the possibility to forge alliances with universities and art schools to develop a collaborative project for the professional promotion of their recently graduated students.
- If the trial period is a success, the same business model can be replied elsewhere, increasing the brand presence in new national and international territories.



**An example of the brand
adapting its concept to new
product categories.**

** All artworks used on these graphics are not original designs made by the business venture or selected artists.
These were adapted into a new visual representation and must only be taken into consideration as examples of how the final products could look like.*

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